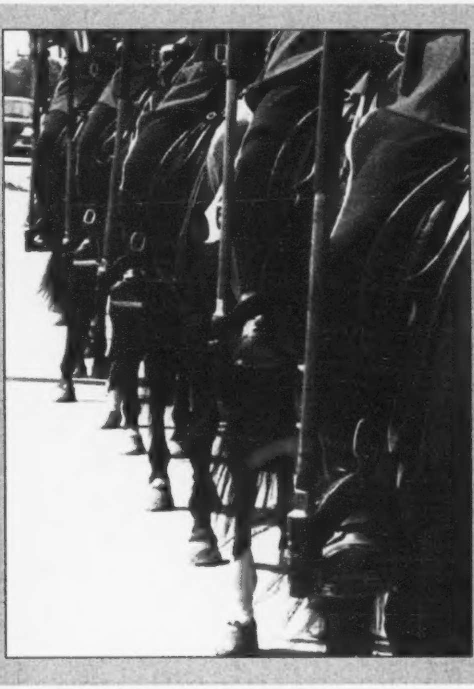
Royal Canadian Mounted Police
Gendarmerie royale du Canada



Royal Canadian Mounted Police Departmental Performance Report for the period ending March 31, 2008

The Honourable Peter Van Loan, PC, MP
Minister of Public Safety

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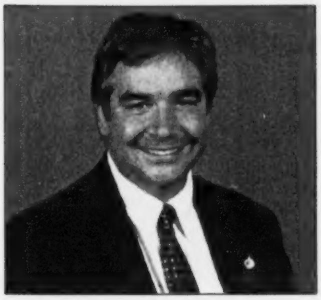
MINISTER'S MESSAGE



As Canada's Minister of Public Safety, I am pleased to present to Parliament the Departmental Performance Report for the Royal Canadian Mounted Police for the period ending March 31, 2008.

The Government of Canada recognizes that it has a fundamental responsibility to provide for the safety and security of Canada and Canadians. Our commitment in meeting this responsibility is evidenced by our comprehensive crime and safety agenda and the central role that the Public Safety portfolio plays in protecting our citizens and our country.

Government has turned policy into action as demonstrated by the enactment of Bill C-2, the *Tackling Violent Crime Act* in February of 2008, and the introduction of the National Anti-Drug Strategy and the announcement of the new Police Officers Recruitment Fund. Significantly increasing the number of frontline Royal Canadian Mounted Police officers, coupled with a focused approach to tackling crime in the areas of prevention, treatment and enforcement, will bolster efforts to effectively strengthen security for all Canadians. These recruiting efforts are further supported by the Governments' decision to provide training pay for Royal Canadian Mounted Police Cadets.

The Royal Canadian Mounted Police's strategic priorities of combating organized crime, reducing the threat of terrorist activity, preventing/reducing youth involvement in crime, enhancing Canada's economic integrity and contributing to safer/healthier Aboriginal communities aligns with the priorities of the Public Safety Portfolio. The Government is strongly supportive of the Royal Canadian Mounted Police's efforts to focus on key strategic policing priorities. This is being accomplished both through significant new investments as well as by reallocating spending from areas of lesser priority where savings can be realized without compromising public and community safety. Collectively, we are leveraging our efforts to respond to the changing face of criminality and to promote the safety and security of Canadians.

Following receipt of the report from the *Task Force on Governance and Cultural Change in the RCMP*, the Royal Canadian Mounted Police has begun implementation of a significant transformational change initiative that will result in a stronger, more responsive and accountable police organization. The Royal Canadian Mounted Police will continue to provide effective policing services, building on the considerable accomplishments described in this Departmental Performance Report. This Government remains committed to supporting the Royal Canadian Mounted Police in meeting its responsibilities and in supporting its employees across Canada who daily give of their time and talents in meeting the needs of Canadians.

The Honourable Peter Van Loan, PC, MP
Minister of Public Safety

COMMISSIONER'S MESSAGE

The Royal Canadian Mounted Police's Departmental Performance Report (DPR) for the fiscal year ending March 31, 2008, highlights our progress during 2007-2008 in achieving our strategic goal of Safe Homes and Safe Communities. As a primary instrument of public accountability to the Government of Canada and Canadians, the DPR provides the Royal Canadian Mounted Police (RCMP) with an opportunity to clearly link resources and results that relate to performance commitments made in the Report on Plans and Priorities.

This report accounts for our performance through three Strategic Outcomes: quality federal policing; quality contract policing; and quality policing support. The ongoing operations and programs of the RCMP are aligned to and reported according to our five Strategic Priorities: Organized Crime, Terrorism, Youth, Aboriginal Communities and Economic Integrity. These priorities ensure that we remain strategically focused on achieving our commitment to Safe Homes and Safe Communities.

I am pleased with our overall progress in this reporting period, especially given the context of a very dynamic operating environment characterized by global impacts on local policing, the influence of new and emerging technologies, and demographic shifts that challenge us to sustain our resourcing levels. We remain committed to the pursuit of excellence in terms of leadership and with respect to the service we provide to Canadians.

The RCMP is also embarking upon an unprecedented transformation agenda as called for by the *Task Force on Governance and Cultural Change in the RCMP*. We recognize that the implementation of Task Force recommendations is an important step in a broader and bolder commitment to organizational transformation. Our vision for change is to be an adaptive, accountable, trusted organization of fully engaged employees demonstrating outstanding leadership, and providing world-class police services.

Our contribution to communities across Canada is only possible through the dedication and professionalism of our employees. It is through their day-to-day efforts that we earn the trust and respect of Canadians.

William J. S. Elliott
Commissioner

Management Representation Statement

Departmental Performance Report 2007-2008

I submit for tabling in Parliament, the 2007-2008 Departmental Performance Report for the Royal Canadian Mounted Police.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:*

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- It is based on the department's Strategic Outcome(s) and Program Activity Architecture that were approved by the Treasury Board of Canada Secretariat;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Commissioner William J. S. Elliott

Date

SECTION I: OVERVIEW

Raison d'être

As Canada's national police service, the Royal Canadian Mounted Police (RCMP) is an agency of the Public Safety portfolio, entrusted with ensuring **Safe Homes and Safe Communities** for Canadians.

Our **mandate**, drawn from the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*, consists of:

- Preventing and investigating crime and maintaining order
- Enforcing laws on matters as diverse as health and the protection of government revenues
- Contributing to national security
- Ensuring the safety of state officials (in Canada and abroad), visiting dignitaries and foreign missions
- Providing vital operational support services to other police and law enforcement agencies

The RCMP's **vision** is to be recognized throughout the world as an "organization of excellence". In this regard, we are committed to:

- Being a progressive, proactive and innovative organization
- Providing the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- Being accountable and efficient through shared decision making
- Ensuring a healthy work environment that encourages team building, open communication and mutual respect
- Promoting safe and sustainable communities
- Demonstrating leadership in the pursuit of excellence

In fulfilling our mandate and striving to reach our vision, we are guided by the **core values** of integrity, honesty, professionalism, compassion, respect and accountability.

For more detailed information on the RCMP's mission, vision and values, please visit:

www.rcmp-grc.gc.ca/about/mission_e.htm

Summary of Performance Against 2007-2008 RPP Commitments

The RCMP's achievements, along with any shortfalls, are detailed in Section II of this Performance Report.

Financial Resources ($ millions)		
Planned Spending	**Total Authorities**	**Actual Spending**
$4,077.1	$4,253.6	$3,912.9

Human Resources (FTE utilization)		
Planned	**Actual**	**Difference**
27,669.0	26,299.0	1,370.0

Strategic Outcomes

Priority	Performance Status
1. Quality Federal Policing Ensuring the safety and security of Canadians and their institutions, both domestically and globally, as well as Internationally Protected Persons (IPPs) and other foreign dignitaries, through intelligence-based prevention, detection, investigation and enforcement of laws against terrorism, organized crime and other criminal activity	Ongoing
2. Quality Contract Policing Healthier and safer Canadian communities through effective crime prevention, education, intervention, law enforcement and investigation	Ongoing
3. Quality Policing Support Services Support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services and programs	Ongoing

Program Activities by Strategic Outcome

Strategic Outcome		Supporting Program or Activity	Expected Results	Performance Status	2007-2008	
					Planned Spending	Actual Spending
Priority No.1	Quality Federal Policing	Federal and International Operations	• Reduced impact of organized crime • Reduced threat of terrorists • Safe and secure society and economy	The RCMP has essentially met its targets towards the achievements of **Quality Federal Policing** as set forth in our 2007-2008 Report on Plans and Priorities. Specific performance statuses are detailed in Section II of this report.	796.5	659.5
		Protective Policing Services			129.0	140.1
Priority No. 2	Quality Contract Policing	Community, Contract and Aboriginal Policing	• Highest quality police services/ programs • Prevented and reduced youth involvement in crime as victims or offenders • Safer and healthier Aboriginal communities	The RCMP has essentially met its target towards the achievements of **Quality Contract Policing** as set forth in our 2007-2008 Report on Plans and Priorities. Specific performance statuses are detailed in Section II of this report.	2,378.7	2,289.0
Priority No. 3	Quality Policing Support Services	Criminal Intelligence Operations	• Leading edge policing and security technology • Comprehensive, real-time intelligence and threat assessments • Increased efficiency and effectiveness of policing • Timely and high quality scientific tools, techniques and information management technology • High quality learning and training opportunities and support	The RCMP did not meet all of the desired targets towards the achievement of **Quality Policing Support Services** as set forth in our 2007-2008 Report on Plans and Priorities. Details are presented in Section II of this Performance Report.	91.5	90.8
		Technical Support Services			198.8	212.5
		Policing Support Services			72.1	91.4
		National Police Services			158.0	178.0

For additional narrative relating to these Strategic Outcomes, please refer to Section II.

Link Between Program Activity Architecture (PAA) and the RCMP's Strategic Framework (including Performance Management)

The Treasury Board of Canada Secretariat's (TBS) Management, Resources and Results Structure (MRRS) policy – which includes the requirement for a PAA – came into effect on April 1, 2005. Almost five years earlier, the RCMP had adopted a strategic planning and performance management framework based on the Balanced Scorecard (BSC) methodology, which it adapted to the public sector in general and to the RCMP in particular.

The methodology has been refined year over year, such that the RCMP is able to make decisions on strategies, priorities, program design, management, resourcing and performance to better achieve expected results. This planning and performance management regime has received national and international recognition as a best practice. Its feedback loop has contributed to the ongoing review of strategic priorities, which are captured in annually updated strategic frameworks, strategy maps, indicators, initiatives/activities and resource allocations. Alignment now extends to the detachment/unit level, with the implementation of Annual Performance Plans (APP) during 2006-2007.

The associated business planning process provides the substance required to prepare for our Report on Plans and Priorities (RPP). The plans and priorities are the subject of dynamic monitoring throughout the year (e.g., using BSC, senior program managers report on a 90-day cycle to the Senior Executive Committee on progress achieved). Consequently, corrective action, changes of course, reallocation of resources, dealing with unfunded pressures, etc., are managed on a timely basis.

Notwithstanding the effectiveness of the RCMP's performance management regime, there remains significant opportunity to align the Balanced Scorecard process with the MRSS. To this end, during the past year, the RCMP has updated the PAA measures in the Expenditure Management Information System (EMIS) and is continuing to create opportunities to further harmonize with the MRRS policy. We expect 2008-2009 to be a milestone year in terms of this harmonization process.

(It should be noted that this could be influenced by any new strategic direction, corporate governance or other guidance emanating from the *Task Force on Governance and Cultural Change in the RCMP.)*

For more information see: www.publicsafety.gc.ca/rcmp-grc/rcmp-tfr-en.asp

RCMP Program Activity Architecture (PAA)

SAFE HOMES, SAFE COMMUNITIES

OUTCOMES: contributions to...	STRATEGIC OUTCOME – **Quality Federal Policing** – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals and other criminal activity *Key results* – reduced impact of organized crime; reduced threat of terrorism; safe and secure society and economy		STRATEGIC OUTCOME – **Quality Contract Policing** – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation *Key results* – highest quality police services/programs provided and reduced youth involvement in crime as victims or offenders; safer and healthier Aboriginal communities	STRATEGIC OUTCOME – **Quality Policing Support Services** – support Canadian policing investigation and enforcement organizations with critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive intelligence-based policing services *Key results* – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning, training opportunities and support				STRATEGIC PRIORITIES Organized Crime Terrorism Aboriginal Communities Youth Economic Integrity
Program Activities	1 Federal and International Operations	2 Protective Policing Services	3 Community, Contract and Aboriginal Policing	4 Criminal Intelligence Operations	5 Technical Policing Operations	6 Policing Support Services	7 National Police Services	8 Corporate Infrastructure
Program Sub-Activities	1.1 Financial Crime 1.2 Drugs and Organized Crime 1.3 Border Integrity 1.4 International Policing 1.5 National Security Operations 1.6 Special Initiatives 1.7 Program Activity Support	2.1 Protective Duties 2.2 Major Events 2.3 Special Initiatives 2.4 Program Activity Support	3.1 Provincial/Territorial Policing 3.2 Municipal Policing 3.3 Aboriginal Policing 3.4 Airport Policing Agreements 3.5 Community, Contract and Aboriginal Policing 3.6 Special Initiatives 3.7 Program Activity Support	4.1 Organized Criminal Intelligence 4.2 Criminal Analysis 4.3 National Security Intelligence 4.4 Special Initiatives 4.5 Program Activity Support	5.1 Air Services 5.2 Behavioural Sciences 5.3 Protective Technology 5.4 Technical Investigation 5.5 Technical Security 5.6 Technological Crime 5.7 Departmental Security 5.8 Special Initiatives 5.9 Program Activity Support	6.1 National Operations Center 6.2 Operations Policing Data Systems 6.3 Integrated Operations Support 6.4 Force Specific Programs 6.5 Special Initiatives 6.6 Program Activity Support	7.1 Forensic Laboratory Services 7.2 Information and Identification Services 7.3 Canadian Police College 7.4 National Child Exploitation Coordination Centre 7.5 Criminal Intelligence Service Canada 7.6 Special Initiatives 7.7 Program Activity Support	8.1 Corporate and Executive Services 8.2 Corporate Management and Comptrollership 8.3 Chief Human Resources Officer Sector 8.4 Strategic Direction 8.5 Chief Information Officer Sector 8.6 Special Initiatives 8.7 Program Activity Support

+

CANADIAN FIREARMS CENTRE

The risks to public safety from firearms in Canada and international communities are minimised.

9 Registration Licensing and Supporting Infrastructure	**10 Policy, Regulatory, Communication and Portfolio Integration**
9.1 Licensing and other non-registration activities 9.2 Registration	10.1 Governance and Corporate Services

RCMP Program Activity Architecture (PAA)

Our PAA, shown in the graphic on the preceding page, lists three Strategic Outcomesthat contribute to our overarching strategic goal of *Safe Homes and Safe Communities*for all Canadians:

- Quality Federal Policing
- Quality Contract Policing
- Quality Policing Support Services

The ten supporting Program Activities are:

1– Federal and International Operations: works to ensure the safety and security of Canadians and their institutions, domestically and globally, through intelligence-based prevention, detection, investigation and law enforcement measures taken against terrorists, organized criminals and other criminal activity.

2 – Protective Policing Services: directs the planning, implementation, administration and monitoring of the RCMP National Protective Security Program for: the Governor General, her family and residences; the Prime Minister, his family and residences; federal Cabinet Ministers, Supreme and Federal Court Judges, Members of Parliament, Senators and their residences; visiting Heads of State and foreign diplomats in Canada and their residences; Internationally Protected Persons (IPPs); persons designated by the Minister of Public Safety as requiring security; and selected domestic and international flights by Canadian air carriers.

3 – Community, Contract and Aboriginal Policing Services: provides services to provinces, territories and municipalities under contract arrangements with the Government of Canada including:

- Investigation, detection and prevention of crime
- Enforcement of laws
- Maintenance of peace and order
- Protection of life and property and security

4 – Criminal Intelligence Operations: provides timely and relevant criminal information and intelligence, which is the single greatest asset law enforcement has, in order to detect, prevent and combat crime.

5 – Technical Policing Operations: provides specialized technical support services, physical and information technology security services, explosives research and development (R&D) and criminal behaviour investigative analysis and undertakes the R&D of technical investigation tools.

6 – Policing Support Services: is a compilation of distinct activities, services and systems that impact various areas of the Force's policy direction, day-to-day operations and visibility. Some sub-activities include: centralized technologically advanced reporting facilities, operational information management systems, high level strategic vision and functional direction in support of operations.

7 – National Police Services: provides forensic analysis of criminal evidence, criminal records information, identification services, technological support, enhanced learning opportunities and coordination of criminal information and intelligence.

8 – Corporate Infrastructure/Internal Services: includes internal services such as Strategic Direction, Ethics, Legal Services, Human Resources, Corporate Management & Comptrollership and Audit & Evaluation.

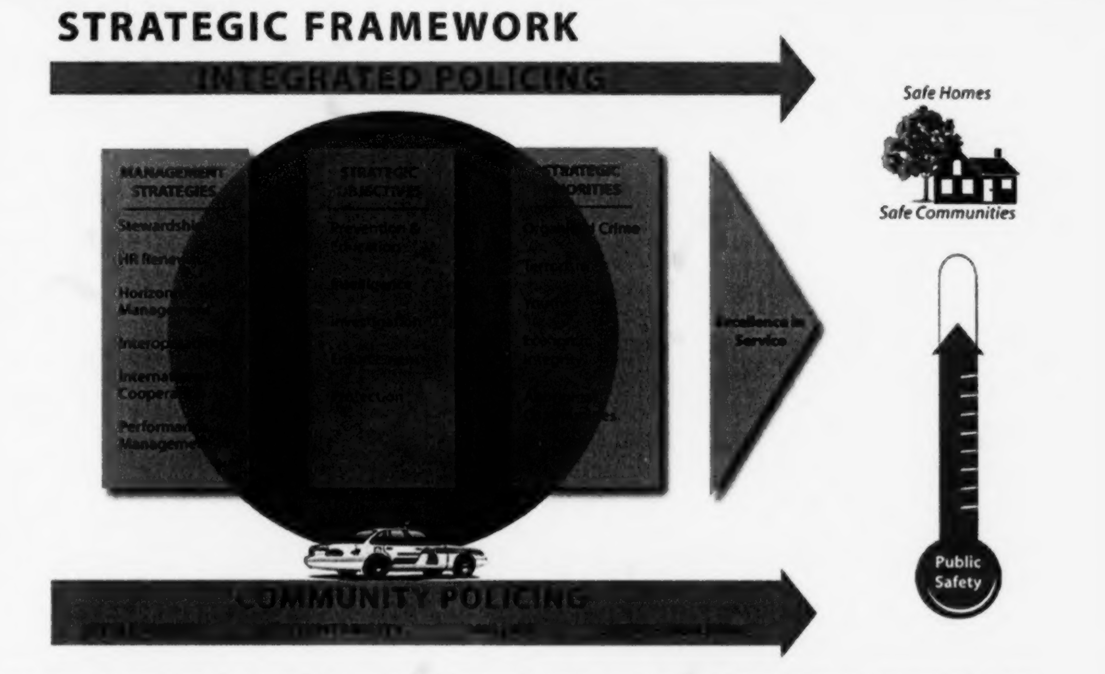
9 – Registration, Licensing and Supporting Infrastructure: supported through firearms training and licensing, provided by the Canada Firearms Centre, with the view of enhancing public safety by reducing death, injury and threat from firearms through responsible ownership.

10 – Policy, Regulatory, Communication and Portfolio Integration: activities to support the Commissioner as Deputy Head of the department; activities related to policy, outreach, support to law enforcement and the justice system and other support activities for the Firearms Program. Human Resources Management services of the department including compliance with Central Agencies requirements; and Finance and Administration activities of the department including compliance with Central Agencies on financial and administrative issues.

These ten Program Activities are further broken down into 52 sub-activities.

RCMP Strategic Framework

The RCMP Strategic Framework guides the work of all employees to achieve our goal of *Safe Homes and Safe Communities*. The components of the Framework illustrate the strategic priorities, operating philosophies and core activities that enable us to be successful in meeting this goal.



For more information on the RCMP Strategic Framework, visit: www.rcmp.ca/about/strategic_framework_e.htm

Strategic Priorities

The RCMP's Strategic Priorities are carefully selected after rigorous scanning and analysis of the external environment and are reassessed on an annual basis. Each Strategic Priority has its own strategy and balanced scorecard which articulates: the desired outcome, the objectives which must be achieved in order to reach the desired outcome, the performance indicators that enable the Force to measure and monitor results, and the identification of specific initiatives/activities/projects that contribute directly to achievement of the objectives.

Each Strategic Priority is championed by a Deputy Commissioner who leads a Strategic Priority Working Group (SPWG) focused on ensuring the success of the strategy. In addition to senior level cross-functional RCMP representation on each SPWG, there is also external representation from other departments or agencies who share a common interest in the priority. To date, key partners on the various priorities include representatives from Public Safety Canada, Correctional Service of Canada, Public Prosecution Service of Canada and the National Crime Prevention Centre.

In Fiscal Year 2007-2008, our five Strategic Priorities include:

- **Organized Crime:** Reduce the threat and impact of organized crime
- **Terrorism:** Reduce the threat of terrorist activity in Canada and abroad
- **Economic Integrity:** Contribute to Canada's economic integrity through crime reduction
- **Youth:** Prevent and reduce youth involvement in crime as victims and offenders
- **Aboriginal Communities:** Contribute to the long-term wellness and safety of Aboriginal communities through a holistic and culturally competent approach

For more information on the RCMP's five Strategic Priorities, visit: www.rcmp.gc.ca/priorities/index_e.htm

Our Operating Environment – Context for Planning

RCMP plans and priorities are developed after careful consideration of the Force's strategic and operational context. During 2007-2008, the following events and trends were identified as being of significance.

a) Budget 2007 [1]

The Government tabled *Budget 2007: A Stronger, Safer, Better Canada* in the House of Commons on March 19, 2007. Chapter 6, entitled *A Safer Canada: Building a Stronger Canada in a Modern World*, introduced new initiatives that directly impacted the RCMP. These include:

- A new National Anti-Drug Strategy, with funding of $64 million over two years to crack down on gangs, combat illicit drug production such as grow-ops and methamphetamine labs, prevent illicit drug use and to treat illicit drug dependency
- An additional $6 million per year to the RCMP to protect children from sexual exploitation and trafficking
- Action to crack down on white collar crime by appointing a senior expert advisor to the RCMP to help develop and guide the implementation of a plan to improve the effectiveness of the Integrated Market Enforcement Teams (IMETs)
- Improved front-end screening of individuals making their first application for a firearms licence, funded at $14 million over two years

b) Speech from the Throne

On October 16, 2007, during the *Speech from the Throne*, the Government committed to reintroducing the *Tackling Violent Crime Bill C-2* to protect Canadians and their communities from violent crime and predators. This Bill received Royal Assent in February 2008, providing the RCMP with additional means to safeguard Canadians against those who commit serious and violent crimes.

For more information on the Speech from the Throne, visit: www.sft-ddt.gc.ca/eng/index.asp

c) The Environmental Scan

The RCMP conducts robust environmental scanning to identify emerging issues and trends at local, national and global levels. This information supports our senior managers in identifying key risks, challenges and opportunities as part of our priority setting and business planning. For 2007-2008, the key environmental scanning dimensions continue to be:

- Demographics
- Society
- Economy
- Politics and Government
- Science and Technology
- Environment
- Public Safety and Security

A detailed national Environmental Scan is completed every three years. Periodically, a feature focus highlighting an emerging issue is produced. The most recent scan was completed in February of 2007.

For more information on the Environmental Scan, visit: www.rcmp-grc.gc.ca/enviro/2007/index_e.htm

d) Upcoming Major Events

With increased frequency, the RCMP is tasked with providing heightened levels of security for major national and international events taking place in Canada.

Past Major Events included:

- 2007 Canada Winter Games in Whitehorse, Yukon
- 2007 North America Leaders Summit in Montebello, Québec

Upcoming Major Events that have an impact on our resource utilization for 2008-2010 include:

- 2008 Sommet de la Francophonie in Québec City, Québec
- 2010 Olympic and Paralympic Games in Vancouver/Whistler, British Columbia
- 2010 G8 Summit in Huntsville, Ontario

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[1] **These additional resource announcements from Budget 2007 are incremental to all planned spending as reflected in Table 1: Departmental Planned Spending and Full Time Equivalents.**

Management Priorities

Human Resources Renewal

In December 2007, the *Task Force on Governance and Cultural Change in the RCMP* completed its review and provided a number of recommendations that will have substantial implications for Human Resources (HR) management in the RCMP. A Change Management Team (CMT) has since been established to lead and coordinate the RCMP's response to these recommendations. The HR Sector continues to play a prominent role in addressing identified concerns in the areas of leadership development, staffing and promotion processes, employee performance management and discipline. In 2007-2008, progress was achieved in several key areas. These include:

Recruiting

- 13,648 applicants wrote the RCMP's entrance exams

Training

- 1,417 cadets and 47 lateral entry members were enrolled at the RCMP Academy at "Depot" Division, Regina, Saskatchewan
- New specialized courses were developed and/or piloted including: National Criminal Security Investigations, Incident Command/Critical Incident Preparedness, Immediate Action Rapid Deployment and Shiprider

RCMP Leadership Continuum

- Field Coaching Program (FCP): supporting newly engaged members at their first detachment, was revised and is used nationally. 948 new field coaches were trained
- Supervisor Development Program (SDP): course training standard was approved in July 2007. Approximately 400 employees have participated nationally
- Management Development Program (MDP): five pilots of the new program were held across Canada, involving approximately 115 employees

Accountability

The RCMP is focused on ensuring that ethical principles are an integral part of all aspects of our commitments to our employees and in our service delivery. To this end, the RCMP has provided leadership in the area of values and ethics through the successful development and implementation of an ethics education component at various supervisory and managerial levels. The RCMP has also made significant progress to develop the policies and processes required to implement the *Public Servants Disclosure Protection Act*. The Office of the Ethics Advisor is working in partnership with the (CMT) in response to the recommendations set forth in the *Task Force on Governance and Cultural Change in the RCMP*. Through these measures and commitments, the RCMP is ensuring that it operates with the highest standards of ethics and values.

Performance Management

In September 2006, the RCMP instituted Detachment Performance Plans (DPPs) nationwide as an essential part of the RCMP's overall performance management framework. This is intended to enhance the capacity of individual detachments to plan, evaluate and manage their activities. Improvements to the DPP have evolved to a process entitled the Annual Performance Plan (APP). This new web-based planning and reporting tool is utilized by detachments, federal, provincial and administrative units across the organization.

Alignment of RCMP Outcomes to Government of Canada Outcomes

The RCMP is one of 21 federal organizations contributing to the Government of Canada's Safe and Secure Communities outcome. The RCMP's contribution is demonstrated through our strategic outcomes, program activities and objectives, as demonstrated below.

Alignment to Canada's Performance	Strategic Outcomes	Program Activities	Objectives
Safe and Secure Communities	Priority #1: Quality Federal Policing	• Federal and International Operations • Protective Policing Services	Ensuring the safety and security of Canadians and their institutions, domestically and globally, as well as Internationally Protected Persons (IPPs) and other foreign dignitaries through intelligence-based prevention, detection, investigation and enforcement of the laws against terrorists, organized criminals and other criminal activity
	Priority #2: Quality Contract Policing	• Community, Contract and Aboriginal Policing	Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation
	Priority #3: Quality Policing Support Services	• Criminal Intelligence Operations • Technical Policing Operations • Policing Support Services • National Police Services • Corporate Infrastructure	Support Canadian policing investigations and enforcement organizations with critical intelligence, equipment, tools systems, technology and education to optimize the delivery of proactive, intelligence-based policing services

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES AND STRATEGIC PRIORITIES

Safe Homes and Safe Communities **are reflected through our Strategic Outcomes set out in the PAA. By focusing on Quality Federal Policing, Quality Contract Policing and Quality Policing Support, our five Strategic Priorities relating to Organized Crime, Terrorism, Youth, Economic Integrity and Aboriginal Communities assist the organization in achieving its strategic goals.**

The following section provides a summary of our performance against the commitments set forth in our 2007-2008 Report on Plans and Priorities.

Strategic Outcome: Quality Federal Policing

Summary of Departmental Strategic Outcomes as per Program Activity Architecture[1]

Strategic Outcome		
Quality Federal Policing		
Outcome Statement		
Ensuring the safety and security of Canadians and their institutions, domestically and globally, as well as Internationally Protected Persons (IPPs) and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of the laws against terrorism, organized crime and other criminal activity		
Key Performance Goals	**Performance**	**Supporting Program Actitvities (PAA)***
• Maintain 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its Strategic Priority of reducing the threat of terrorism	2007: 84% 2008: 84%	1 – Federal and International Operations 2 – Protective Policing Services
• Maintain 89% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its Strategic Priority of reducing the threat and impact of organized crime	2007: 89% 2008: 89%	
• Achieve 86% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its Strategic Priority of contributing to the confidence in economic integrity	2007: 86% 2008: 84%	

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[1] The Survey of Canadians' View of RCMP Policing Services was launched in mid-February 2007. A random sample of 7,000 Canadians from all provinces and territories were surveyed.

Progress towards meeting the key expected results for Quality Federal Policing:

1. Reduced Impact of Organized Crime

For specific performance information relating to Organized Crime, please refer to the Organized Crime Strategic Priority located on page 36.

2. Reduced Threat of Terrorists

For specific performance information relating to Terrorists, please refer to the Terrorism Strategic Priority located on page 43.

3. Safe and Secure Society and Economy

Protective Policing Services contributes to a safe and secure society for Canadians by ensuring the safety of high profile individuals and sites. National security interests, Canadian government executives, the foreign diplomatic community serving within Canada, and the general public are all safeguarded by RCMP Protective Policing.

An integrated team consisting of representatives from the RCMP, House of Commons Security Services and the Senate Protective Service are conducting a review of the security measures and technologies to ensure that a seamless approach is taken to augment the safety and security of Parliament Hill and Parliamentarians, as well as the significant number of visitors who visit this national site. This approach has received support from Parliamentarians and senior officials and progress is being made toward enhancing security measures.

For more information on Protective Policing Services, visit: www.rcmp-grc.gc.ca/prot_ops/index_e.htm.

Strategic Outcome: Quality Contract Policing

Summary of Departmental Strategic Outcomes as per Program Activity Architecture[2]

Strategic Outcome		
Quality Contract Policing		
Outcome Statement		
Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation		
Key Performance Goals	**Performance**	**Supporting Program Actitvities (PAA)***
- Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its Strategic Priority of contributing to safe and healthier Aboriginal communities	2007: 80% 2008: 80%	3 – Community, Contract and Aboriginal Policing
- Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its Strategic Priority of preventing and reducing youth involvement in crime as victims and offenders	2007: 83% 2008: 82%	

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[2] The Survey of Canadians' View of RCMP Policing Services was launched in mid-February 2007. A random sample of 7,000 Canadians from all provinces and territories were surveyed.

Progress towards meeting the key expected results for Quality Contract Policing

1. Highest Quality Police Services/Programs

In 2007-2008, Contract Policing delivered contract policing services to eight provinces, three territories, approximately 200 municipalities and over 635 Aboriginal (First Nations, Métis and Inuit) communities. In fulfilling the RCMP's mandate to prevent and investigate crime, enforce the law, protect life and property, the Force responded to approximately three million calls for service.

The RCMP, by virtue of its contract policing model, is able to provide effective services across this broad spectrum by responding to the unique circumstances of diverse communities. The RCMP continues to share information with the Canadian police and law enforcement community through its Operational Records Management Systems. This system ensures that intelligence is accessible and available in a timely manner.

During 2007, the RCMP strategically worked with Provincial Victim Services Units to:

- Increase their awareness concerning legislative requirements relating to victims
- Provide training to frontline members
- Increase provincial victim services referral rates and awareness

The School Action for Emergencies (SAFE) Plan was delivered nationally in September 2007. This operational support tool provides frontline members with crucial information when responding to emergencies at a school environment. Currently 1500 SAFE Plans are either complete or under development.

In December 2007, the Crime Prevention and Awareness Resource Library was launched. It provides frontline officers with easy to use resources which include: presentations, publications, lesson plans and website resources.

The 2007 Pipeline/Convoy/Jetway Annual Report[3] reported that:

- 1,463 law enforcement officers received Pipeline/Convoy training within Canada. Training was held in all provinces and territories, except the Yukon and Nunavut
- More than $270M worth of drugs and contraband, and over $6.9M in cash were seized as a result of this interdiction program

RCMP resources traveled internationally and provided advice, guidance and support in areas relating to Crime Stoppers, crisis negotiation, community education and awareness. These resources included the deployment of members overseas who shared RCMP expertise relating to rebuilding countries and their infrastructure.

2. Prevention and Reduction of Youth Involvement in Crime as Victims and Offenders:

The RCMP Youth Strategic Priority focuses on the positive development of youth with community partners to provide age specific education and crime prevention programs. Through the RCMP's National Youth Strategy, restorative justice practices are encouraged to provide a positive learning environment which is committed to empowering youth decision making.

National Youth Services

National Youth Services (NYS) continues to provide frontline members with the tools and resources required to work with youth.

Our youth engagement tool, deal.org website, provides a forum for expression, promotes leadership and encourages youths to take a stand and get involved in their schools and communities. This website receives over 1.4 million hits per month.

For further information on deal.org, please visit: www.deal.org

Through its internal website, the Youth Officer Resource Center (YORC), the RCMP provides its members with monthly crime prevention education lesson plans. These include topics relating to gangs, counterfeiting, and national security and bullying. NYS actively participates in the *Youth Criminal Justice Act* review and provides recommendations relating to amendments.

3. Safer and Healthier Aboriginal Communities

For specific performance information regarding Aboriginal Communities, please refer to the Aboriginal Strategic Priority presented on page 56.

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[3] Pipeline/Convoy/Jetway Program – a policing approach to detect and intercept traveling criminals/terrorists and impede the movement of contraband

Strategic Outcome: Quality Policing Support Services

Summary of Departmental Strategic Outcomes as per Program Activity Architecture [4]

<table>
<tr><th colspan="3">Strategic Outcome</th></tr>
<tr><td colspan="3">Quality Policing Support Services</td></tr>
<tr><th colspan="3">Outcome Statement</th></tr>
<tr><td colspan="3">Support Canadian policing investigations and enforcement organizations with critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services</td></tr>
<tr><th>Key Performance Goals</th><th>Performance</th><th>Supporting Program Actitvities (PAA)*</th></tr>
<tr><td>• Achieve 75% partners satisfaction with RCMP contributions and collaboration</td><td>2007: 90%
2008: 75%</td><td rowspan="7">4 – Criminal Intelligence Operations
5 – Technical Policing Operations
6 – Policing Support Services
7 – National Police Services</td></tr>
<tr><td>• Achieve 75% stakeholder satisfaction with the timeliness and quality of RCMP responses</td><td>2007: 63%
2008: 65%</td></tr>
<tr><td>• Achieve 75% partners satisfaction that the RCMP provides appropriate protocols to ensure an integrated and rapid response in evolving situations</td><td>2007: 69%
2008: 59%</td></tr>
<tr><td>• Achieve 75% stakeholder satisfaction of the accuracy and comprehensiveness of RCMP information and intelligence</td><td>2007:
accuracy: 61%
comprehensive: 66%
2008:
accuracy: 65%
comprehensive: 68%</td></tr>
<tr><td>• Achieve 75% partners satisfaction of the effectiveness of RCMP technology and investigative techniques</td><td>2007: 82%
2008: 78%</td></tr>
<tr><td>• Achieve 75% stakeholder satisfaction that the RCMP provides valuable support and services to the IM/IT client community</td><td>2007: 50%
2008: 51%</td></tr>
<tr><td>• Achieve 75% stakeholder satisfaction that the RCMP is a valued leader in the development of IM/IT solutions for interoperability</td><td>2007: 47%
2008: 44%</td></tr>
</table>

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[4] A total of 1,131 partners and stakeholders were surveyed in February 2008, with a response rate of 25%.

Progress towards meeting the key expected results for Quality Policing Support Services

1. Leading-Edge Policing and Security Technology

National Police Services (NPS) pursues leading-edge initiatives on behalf of the Canadian and international law enforcement community.

The increasingly violent nature of child sexual exploitation images, the targeting of younger victims and the intense abuse they suffer, demand not only that perpetrators be brought to justice, but that victims be identified and removed from further exploitation. As of March 2008, approximately 231 Canadian and numerous international child victims of Internet facilitated sexual exploitation were identified by Canadian law enforcement agencies, often in collaboration with the National Child Exploitation Coordination Centre (NCECC).

The NCECC is continuing its public/private partnership with Microsoft Canada by integrating a victim identification database into the Child Exploitation Tracking System (CETS) version 2.1. The use of CETS was further expanded in 2007-2008 and as of March 31, 2008 has been utilized in over 5,000 Canadian investigations. Thirty-nine participating police agencies can now search and share intelligence regarding online child sexual abuse regardless of jurisdiction in a timely and secure manner. The NCECC has also partnered with G8 countries and Interpol in the development of the International Child Sexual Exploitation Database.

The Violent Crime Linkage Analysis System (ViCLAS) is an RCMP developed system that creates associations between criminal patterns in sexual crimes, assaults, homicides, missing persons, non-parental abductions, child luring and child sexual exploitation, in attempts to identify suspects. The ViCLAS eBooklet, which allows the direct entry of data into the system, has been implemented Force-wide. A strategy/action plan is being formulated to embed the ViCLAS eBooklet into the electronic Police Reporting and Occurrence System (PROS) to reduce duplication while ensuring data quality.

The National Sex Offender Registry (NSOR), which is mandated through the *Sex Offender Information Registration Act* (SOIRA), is a national database developed and maintained by the RCMP. Approximately 300 queries were requested over the past year supporting investigations across the country.

During 2007-2008, 3,500 pre-employment polygraph tests were conducted to screen RCMP applicants, resulting in approximately 1,500 applicants concluding their involvement in the application process. In addition to conducting pre-employment tests, the RCMP also conducted 1,600 polygraph tests on potential suspects and witnesses in serious criminal investigations.

The RCMP, in partnership with the Ontario Provincial Police (OPP) and several Canadian police services, formed the National Technology Crime Advisory Committee (NTCAC) which will work closely with the Canadian Association of Chiefs of Police (CACP) eCrime Committee. This working group will develop a questionnaire to address Botnets[5]. Efforts will continue into 2008-2009 with the development of a questionnaire regarding Botnets to be distributed to 50 countries internationally through the G8 High Tech Crime Sub-group. The anticipated results are expected to provide an assessment of the Botnet situation worldwide with a view to developing a statement of recommended practices.

2. Comprehensive, Real-Time Intelligence and Threat Assessments

Demands are increasing for products and services that assist law enforcement and government leaders in making intelligence-led decisions. In 2007-2008, Criminal Intelligence Service Canada (CISC), which shares intelligence with approximately 380 Canadian law enforcement agencies to support their response to the threat of organized and serious crime, completed several initiatives to address these increasing demands.

The National Threat Assessment on Organized and Other Serious Crime was produced along with numerous intelligence assessments for municipal, provincial and federal law enforcement leaders and government officials. Progress was made towards the development of the Canadian Criminal Intelligence Model (CCIM), a business process for integrating all elements of the criminal intelligence process within law enforcement in Canada. During 2007-2008, CISC delivered 21 intelligence assessments to municipal, provincial and federal law enforcement leaders and government officials to enable them to make informed decisions when developing policies and strategies to address this type of criminal activity.

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[5] Botnet: (ro**BOT NET**work) Also called a "zombie army", a botnet is a large number of compromised computers that are used to create and send spam or viruses or flood a network with messages as a denial of service attack. The computer is compromised via a Trojan that often works by opening an Internet Relay Chat (IRC) channel that waits for commands from the person in control of the botnet. There is a thriving botnet business selling lists of compromised computers to hackers and spammers. http://encyclopedia2.thefreedictionary.com

CISC established the Automated Criminal Intelligence Information System (ACIIS) Governance Committee to facilitate intelligence and information sharing and to ensure ACIIS continues to meet the needs of Canada's law enforcement agencies. The committee is the platform for a stronger integrated effort for policy development, identification of user needs and development of the necessary technology to meet these needs.

For more information on CISC and ACIIS, visit: www.cisc.gc.ca/aciis/aciis_e.html

The Criminal Intelligence (CI) Program supports the RCMP's efforts, and those of other law enforcement bodies, to detect and prosecute individuals involved in organized crime activities. The CI Program gathers and analyses intelligence in anticipation of determining future crime patterns and counter illicit trends. This process enables the RCMP and its federal and provincial partners to develop proactive strategies to reduce and control criminal activities in Canada.

Among the numerous threat assessments produced, intelligence and threat assessments are also provided through the Behavioural Sciences Program in which criminal profilers prepare comprehensive assessments of threats against organizations, persons or property (e.g., threats concerning terrorism, stalkers, school and workplace violence). In 2007-2008, criminal profilers conducted or contributed to 53 threat assessments, an increase of 60 percent from the previous year. In addition, the Behavioural Science Program provided 26 lectures and training to other police and professional groups on assessing risks and threats.

The RCMP has also developed the Threat Evaluation and Management (TEAM) understudy program which formalizes training needs and establishes standards for RCMP threat assessment specialists who are responsible for conducting assessments in high risk and volatile cases. Other police departments, including the Calgary and Edmonton Police Services, have recognized the value of the TEAM program and have enrolled their personnel as understudies under the mentorship of RCMP TEAM specialists.

3. Increased Efficiency and Effectiveness of Policing

National Police Services (NPS) continuously monitors, evaluates and enhances its services in response to client and stakeholder needs. In 2007-2008, the RCMP optimized its model for delivery of forensic laboratory services through the numerous initiatives described below.

A new case management system was introduced which includes the establishment of a National Case Manager and the implementation of a Priority Rating of Operational Files (PROOF) system. PROOF categorizes routine cases by placing priority on the most serious, violent crimes against persons. By January 2008, PROOF was fully implemented nationally. All urgent DNA crime scene cases were completed within the 15-day goal established by the RCMP, with an average turnaround time of 13 days In addition, the National DNA Data Bank (NDDB) provided a greater proportion of investigative leads to break and enter cases and to other crimes associated with an offender than in previous years.

Other efficiencies gained in 2007-2008 include the enhancement of the NDDB DNA case linkage through use of the Combined DNA Index System (CODIS), the international exchange of DNA profiles for searching purposes and enhancements to the NDDB Sample Tracking and Control System (StaCS).

During 2007-2008, NPS continued its efforts to address the backlogs in fingerprints and criminal records in preparation for the full implementation of the Real Time Identification (RTID) project. Turnaround times relating to fingerprint processes will be reduced from weeks and months to hours and days.

- The Central Repository of Criminal Records holds 4 million records, supported by an additional 36 million documents
- Approximately 500,000 criminal fingerprint submissions are received annually, of which 112,000 are new records
- Approximately 248,000 civil transaction requests are received annually

As of March 31, 2008, the fingerprint/criminal records backlog was approximately 283,000 records. The increase in the backlog is due to transition issues related to RTID Phase I and a significant increase in the volume of transactions.

Program achievements within the RTID initiative in 2007-2008 include:

- Ongoing implementation of RTID Phase I for the upgrade of the Automated Fingerprint Identification System (AFIS)
- Ongoing re-engineering of civil fingerprint clearance work flows
- Initiation of RTID Phase II
- Developed plans for linking AFIS results to criminal records (RTID Phase II)
- Provided end-user training for RTID
- Increased capacity within the fingerprints criminal records backlogs project
- Enhanced interoperability through the development of the NPS-NIST (National Institute of Standards and Technology) server which converts paper-based fingerprint submissions to digital format
- Launched the Cogent Automated Fingerprint Identification System (CAFIS™) on-line and achieved stability via software and systems upgrades. For more information relating to CAFIS™, visit: www.rcmp.ca/factsheets/fact_ccrtis_e.htm

- Urgent latent prints were processed immediately, while routine latent prints were completed in less than one week, an improvement from last year's two weeks
- As of March 31, 2008, Canadian Integrated Ballistic Identification Network (CIBIN) accumulated a total of 723 "hits" since its inception, all connecting firearms to crimes or linking crime scenes. There are now over 26,300 individual bullets and cartridges entered into the system

Office of the Auditor General of Canada, Management of Forensic Laboratory Services, Chapter 7 (May 2007)

During 2007-2008, FLS created an action plan to address the concerns outlined by the Report of the Auditor General of Canada. As of March 31, 2008, 23 of the 46 action items identified in response to the Report have been completed with the remainder of the action items currently being addressed.

Forensic Laboratory Services (FLS) – Service Requests (2004-2005 to 2007-2008)

The Office of the Auditor General of Canada, Chapter 7 – Management of Forensic Laboratory Services (May 2007) recommended that the RCMP ensure that Parliamentarians receive information on the performance of all activities related to FLS.

Performance information relating to turnaround times for various disciplines are provided on the "*Forensic Laboratories Services (FLS) – Service Requests (2004-2005 to 2007-2008)* " at:

www.oag-bvg.gc.ca/internet/english/aud_ch_oag_200705_7_e_17482.html

Service Requests Received Non-urgent

Program	2004-05	2005-06	2006-07	2007-08
Biology Services (DNA) Total	**3837**	4033	**3629**	**3839**
Biology Operations	2898	2912	2544	2958
Outsourced	220	364	306	359
Textile Damage Assessment	61	61	57	39
*Break & Enter DNA Processing Unit ***	658	696	722	483
Counterfeits & Documents Total	**1607**	**1448**	**1148**	**782**
Documents	313	247	185	117
*Counterfeits ****	1294	1201	963	665
Firearms Total	**1358**	**1643**	**2270**	**2429**
*Integ. Ballistics Ident System *****		1	811	1123
Other Firearm Services	1358	1642	1459	1306
Toxicology Services Total	**3806**	**3728**	**3578**	**3498**
Alcohol	1580	1593	1597	1546
Drugs	867	918	815	767
Opinions on Alcohol-Drug Cases	1359	1217	1166	1185
Trace Evidence Total	**714**	**747**	**713**	**665**
All Other Trace Evidence	642	660	627	564
Gun Shot Residue	72	87	86	101

Service Requests Completed Non-urgent

Program	2004-05	2005-06	2006-07	2007-08
Biology Services Total	**3560**	**3777**	**3402**	**3360**
Biology Operations	2697	2754	2401	2758
Outsourced	164	384	214	277
Textile Damage Assessment	64	47	60	41
*Break & Enter DNA Processing Unit ***	635	592	727	284
Counterfeits & Documents Total	**2234**	**1393**	**1297**	**715**
Documents	364	263	211	127
*Counterfeits ****	1870	1130	1086	588
Firearms Total	**1400**	**1476**	**1574**	**2249**
*Integ. Ballistics Ident. System *****			38	945
Other Firearm Services	1400	1476	1536	1304
Toxicology Services Total	**3849**	**3678**	**3603**	**3464**
Alcohol	1534	1578	1561	1595
Drugs	946	875	859	731
Opinions on Alcohol-Drug Cases	1369	1225	1183	1138
Trace Evidence Total	**669**	**807**	**694**	**567**
All Other Trace Evidence	617	715	587	471
Gun Shot Residue	52	92	107	96

Response Times 2007-2008
Non-urgent

Discipline	Avg. Days to Complete	% Meeting 30 Day DD *	% Meeting Agreed DD *
Biology Services			
Biology Operations	164	12	85
Outsourced	33	94	97
Textile Damage Assessment	73	16	93
Break & Enter DNA Processing Unit	147	2	88
Counterfeits & Documents			
Documents	78	18	97
Counterfeits	78	19	99
Firearms			
Integ. Ballistics Ident. System	154	24	46
Other Firearm Services	97	21	99
Toxicology Services			
Alcohol	47	41	99
Drugs	106	12	99
Opinions on Alcohol-Drug Cases	30	66	100
Trace Evidence			
All Other Trace Evidence	92	11	66
Gun Shot Residue	64	14	98

Urgent Biology Service Requests Received –
Biology Services (DNA)

	2004-05	2005-06	2006-07	2007-08
Biology Operations	40	88	56	51

Urgent Biology Service Requests Completed –
Biology Services (DNA)

	2004-05	2005-06	2006-07	2007-08
Biology Operations	42	86	59	50

Urgent Service Requests Response Times – Biology Services (DNA) – 2007-2008

Discipline	Avg. Days to Complete	% Meeting 15 Day DD *	% Meeting Agreed DD *
Biology Operations	13	96	96

Biology Services (DNA) Backlog (Routine Service Requests not completed 30 days after receipt)

	2004-05	2005-06	2006-07	2007-08
Biology Operations (DNA) Total *****	767	982	1057	1009

Notes:

* Diary Date (DD) – A file completion date longer than 30 days which meets the requirements of the investigator.

** Decrease in B&E DNA Processing figures due to closure of unit in mid 2007-2008. Biology Services now handles these requests.

*** Decrease in counterfeits partly due to implementation of the National Counterfeit Enforcement Strategy and better security features on banknotes.

**** Comprehensive data collection began August 2006.

***** Higher figures due to accumulation of cases not completed over time.

4. Timely and High Quality Scientific Tools, Techniques and Information Management Technology

Many of the previously described NPS initiatives and services, such as NDDB, CETS and NSOR, also constitute timely and high quality scientific tools, techniques and information management technology.

The RCMP and the Department of Justice have raised awareness amongst the judiciary and crown counsel regarding the opportunity to increase the collection of convicted offender DNA samples for the NDDB. The number of Crime Scene Index profiles continues to increase, with submissions to the Crime Scene Index totaling nearly 41,000.

In 2007-2008, DNA information was successfully transferred electronically using the International DNA Search Network and Interpol I-24/7[6] between Canada, US and the UK.

Progress was also demonstrated in 2007-2008 in the area of counterfeit document examination. The Bureau for Counterfeits and Documents Examinations (BCDE) examines suspicious travel documents in order to classify them as authentic, altered or counterfeit. Program achievements include:

- Networked with other Canadian and international agencies concerned with the production or enhancement of travel documents
- Cultivated international contacts and increased the exchange of expertise on document security through attendance at conferences and participation on working groups
- Trained government officers, investigators and trainers to detect fraudulent travel and identification documents

National Police Services demonstrated progress in information management technology initiatives designed to enhance interoperability and information sharing among law enforcement agencies through initiatives such as the National Integrated Interagency Information (N-III) Project. In 2007-2008, all targeted federal agencies committed to the use of the Integrated Query Tool (IQT)[7]. NPS also obtained the commitment of 99.5 percent of Canadian police agencies to implement another N-III technical solution, the Police Information Portal (PIP). This allows police agencies to query each other's occurrence data.

5. High Quality Learning and Training Opportunities and Support

As Canada's national police college, the Canadian Police College (CPC) supports integrated policing through the development of police leadership and management competencies. This is achieved by providing advanced and specialized training to 3,700 law enforcement officers and senior officials annually from across Canada and around the world. In 2007-2008, 93 international police officers from 20 countries attended courses at the CPC. In addition, the CPC has advanced training through the delivery of seven courses in 11 different countries. The College continues to provide a forum where informal networks between police officers are advanced to share common investigative practices and processes.

For more information on the CPC, visit: www.cpc.gc.ca/home_e.htm

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[6] Interpol I-24/7 – global police communications system that connects law enforcement agencies with a means to share crucial information. For further information on Interpol I-24/7, visit: www.interpol.int/Public/NCB/I247/default.asp

[7] IQT is the RCMP solution to deliver an integrated and synchronized query tool where primary information is provided from the IQT data repository and detailed information is available from the respective RCMP source systems. IQT is not a duplication of the PIRS and PROS databases; rather, it is a system where key information on a person, vehicle, property, business and organization is consolidated for querying.

Strategic Priority: Organized Crime

Reduce the threat and impact of organized crime

Overview

Organized crime poses a serious long-term threat to Canada's institutions, society, economy and quality of life. The RCMP's Organized Crime Strategic Priority focuses on "reducing the threat and impact of organized crime". Improved coordination, sharing and use of criminal intelligence is critical to countering the growth of these groups and dismantling or disrupting their structures and subgroups. This intelligence is used in support of integrated policing, law enforcement plans, strategies and initiatives designed to communicate the impact and scope of organized crime.

RCMP operations have provided leadership and capacity in developing and implementing intelligence-led tactical operational plans. This will be achieved through partnerships with other police and law enforcement agencies to meet the strategic outcome of reducing the threat and impact of organized crime. The Criminal Intelligence (CI) Program is advancing intelligence-led policing by providing criminal intelligence that guides operations and enhances the RCMP's ability to protect Canadians from current and emerging criminal activities.

Strategic Priority: Organized Crime – Overview of Performance Towards Strategic Outcome [8]

Strategic Outcome

Reduce the threat and impact of organized crime

Strategic Objectives

- Communicate effectively
- Conduct effective prosecution
- Expand collection, sharing of information and intelligence
- Impact crime through awareness education
- Conduct effective enforcement
- Contribute valued public policy advice
- Enable new and strengthened partnerships
- Sound and rigorous stewardship of resources
- Build research and analytical capacity in support of operations
- Attract, develop retain and support our employees
- Optimize enabling science and technology

Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*
• Increase by 10% the percentage of **partners** and **stakeholders** who agree the RCMP effectively communicates what it is doing and why it is doing it	**Partners:** 2006 to 2007: +24% 2007 to 2008: -14% **Stakeholders:** 2006 to 2007: +4% 2007 to 2008: -3%	1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 7 – National Police Services
• Maintain agreement amongst **partners** (86%) and **stakeholders** (91%) that the RCMP is a valuable partner in reducing the threat and impact of organized crime	**Partners:** 2007 – 92% 2008 – 84% **Stakeholders:** 2007 – 93% 2008 – 90%	
• Increase by 10% the percentage of **stakeholders** who agree the RCMP provides accurate and complete information about its programs and services	**Stakeholders:** 2006 to 2007: +1% 2007 to 2008: -4%	
• Triple the number of **external partners** participating on the Strategic Priority Working Group	**3 external partners:** - Public Prosecution Service of Canada - Public Safety Canada - Correctional Service of Canada	
• Achieve 85% agreement amongst **stakeholders** who agree that the RCMP provides valuable input into the development of public policy on organized crime	**Stakeholders:** 2007 – 75% 2008 – 93%	
• The number of established Provincial steering committees to operationalize the Integrated Provincial Threat Assessments	13 Divisions	
• The number of Divisions in which the Probe Team[9] concept has been integrated	7 Divisions	
• The percentage of criminal intelligence gathering units at which ACIIS is implemented across the country within the RCMP	2008 – 77%	

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[8] A total of 2470 clients, partners and stakeholders were surveyed and the average response rate was 30%. The results are based on the response of clients, partners and stakeholders directly involved in fighting organized crime

[9] Teams responsible for conducting intelligence probes into significant organized crime targets

Progress towards achieving key priorities listed in the 2007-2008 RPP in relation to the RCMP's efforts towards reducing the threat and impact of organized crime in Canada

Key Priorities

1. Reduce the supply of and demand for, illicit drugs in Canada.

2. Create an environment of reduced drug supply where demand-reduction efforts have a greater likelihood of success.

Progress made

- The RCMP Drug Enforcement and Organized Crime Branch has increased their operational effectiveness by strategically targeting Regional, National, and Internationally Organized Crime Groups (OCGs) who import/export, traffic, and manufacture illicit drugs as the principal funding mechanism to advance their activities. The RCMP has reduced the supply of illicit drugs and harmful substances by enhancing teams funded through the National Anti Drug Strategy (NADS) which has resulted in increased investigations. Additionally, the RCMP continues to form key partnerships, establish coordinated enforcement teams, work with legislators, streamline and effectively report activities, and provide training sessions at home and abroad. As a result of these coordinated efforts, the overall seizures of illicit substances have increased which advance our efforts at bringing those responsible before the courts.

  For more information concerning the RCMP Drug Enforcement Branch, visit: www.rcmp-grc.gc.ca/drugenf/drugs_e.htm

- The RCMP's Drugs and Organized Crime Awareness Service (DOCAS) continued its activities focused on the prevention priority of Canada's Drug Strategy (CDS) and NADS. To increase capacity of prevention program delivery, as well as community sustainability, DOCAS committed to ensuring that programs are not strictly police based. These include:

  Drug Abuse Resistance Education (DARE)

  In 2007, 45,000 students attended the DARE program across Canada. The program received positive feedback from students, parents, teachers, principals and law enforcement officials.

  The Aboriginal Shield Program

  The Aboriginal Shield Program is a culturally specific substance abuse prevention program designed to help Aboriginal youth make educated choices regarding alcohol, drugs and positive alternatives. To date, the following progress has been made:

  - One pilot project has been executed with eight communities attending
  - Dr. Cameron Wild (Associate Professor for the School of Public Health, University of Alberta) completed the Critical Review of the Aboriginal Shield Program in November 2007. The review provided DOCAS with nine key areas for recommendations to strengthen, and to increase the success rate of the program. DOCAS is presently revising the Aboriginal Shield program and is developing a plan of action to ensure that all recommendations provided by Dr. Wild will be successfully implemented. These efforts will result in a credible culturally relevant prevention program for Aboriginal children and youth.
  - As a result of the success of the program, waiting lists of over 80 Aboriginal communities across Canada have requested the Aboriginal Shield program.

  For more information on the Aboriginal Shield program, visit: www.rcmp.gc.ca/factsheets/fact_aboriginal_shield_e.htm

Key Priority

3. Conduct effective investigations – enhance our capability and capacity to effectively conduct organized crime investigations.

Progress made

- A Divisional Human Source Management (HSM) course was rolled out in 2007-2008. In addition, the Human Source Initiative Unit rolled out a "train the trainers" course.
- Drugs and Organized Crime Branch assisted the CPC Professional Development Centre for Aboriginal Policing in the delivery of a full HSM course to be integrated within the Organized Crime (OC) course for Aboriginal law enforcement officers.

- Criminal Intelligence Service Canada (CISC) produced its 2007 National Criminal Intelligence Requirements to increase its knowledge base relating to organized crime groups and criminal markets.

For more information concerning National Criminal Intelligence Requirements, visit: www.cisc.gc.ca/about_cisc/service_lines/service_lines_e.html

Key Priority

4. Impact crime through awareness and education.

Progress made

- CISC delivered its 2007 Annual Report on Organized Crime, which provides an overview of significant issues and trends.

For more information about the Annual Report, visit: www.cisc.gc.ca/products_services/products_services_e.html

- The CPC taught the national standard Major Case Management Team Commander Course to approximately 200 senior police officers.
- On May 14, 2007, Public Safety Canada (PS) in partnership with the RCMP and Canadian Association of Chiefs of Police (CACP) launched www.organizedcrime.ca/index_e.asp. This public website provides public awareness of how organized crime impacts the lives of Canadians.

Key Priority

5. Be intelligence-led – effective, intelligence-based priority setting and decision making.

Progress made

The objective of the Criminal Intelligence (CI) Program is to enable organizational intelligence-led policing to support tactical and strategic decision making by providing criminal intelligence, guiding operations and enhancing the RCMP's ability to protect Canadians from current and emerging criminal threats. The Force provided immediate cross-jurisdictional police services at the municipal, provincial, federal and international levels allowing for greater interaction, the sharing of resources and intelligence.

- CISC delivered 21 intelligence assessments to law enforcement leaders and government officials at the municipal, provincial and federal levels including the:
    - Integrated Provincial Threat Assessments
    - 2007 National Threat Assessment on Organized and Other Serious Crime
    - 2007 National Criminal Intelligence Estimate on Organized and Serious Crime in Canada
    - 2007 Annual Report on Organized Crime in Canada
    - 2007 National Strategic Firearms Assessment
    - Sentinel Strategic Early Warning Assessments and Watchlists
    - Strategic Intelligence Briefs

Intelligence assessments inform, raise awareness and warn of possible future threats relating to organized and other serious crime affecting Canada. This enables the recipients to make informed decisions when developing policies and strategies for dealing with potential threats. The average level of partner and stakeholder satisfaction with these assessments is 80 percent.

- CISC assists Canada's law enforcement community to further operationalize criminal intelligence via the integrated Provincial and National Threat Assessments. These assessments support the new CACP Canadian Law Enforcement Strategy to Combat Organized Crime. In 2007, the CACP organized crime strategy, under the banner of the Council on Public Safety (CoPS), developed enforcement priorities based on intelligence through the integrated Provincial and National Enforcement Coordinating Committees.
- Three Combined Force Special Enforcement Unit (CFSEU) reviews were planned in 2007, to ensure investigations are aligned to National Tactical Priorities (or to the highest divisional threat). The purpose of the reviews was to assess and identify operational and administrative best practices and mandate compliance.
    - Two reviews conducted by the RCMP National Headquarters Drugs and Organized Crime Branch were completed in 2007. The overall goal was to review the monitoring, coordination, use and overall effectiveness of the Integrated Response to Organized Crime Units (IROC). Additionally, the review team examined the effectiveness of integrated policing from partner perspectives.

Key Priority

6. Conduct in cooperation with partners, an All Hazards Threat and Risk Assessment.

Progress made

- During 2007-2008, the RCMP and Department of National Defence (DND) initiated an All Hazards Risk Assessment (AHRA) for the federal government. This initiative was coordinated by the Centre for Security Science (CSS) of Defence Research Development Canada (DRDC). The RCMP contributed to these initiatives and provided examples of current intelligence, information and risk analysis processes for consideration in developing a wider AHRA methodology.

Key Priority

7. Expand the collection and sharing of information and intelligence; facilitate greater contribution; develop new sources of information; and collect data on new and emerging subject areas and exchange ballistics information on firearms between Canada and the United States

Progress made

- Criminal Intelligence (CI) continues to strategically deploy resources across the country to assist the Investments to Combat the Criminal Use of Firearms (ICCUF) initiative in the collection, development and sharing of firearms related information and intelligence.
- Criminal Intelligence Service Canada (CISC) published its 2007 National Strategic Firearms Threat Assessment.
- To reduce gun crime in Canada, the RCMP's National Weapons Enforcement Support Team (NWEST) provided the Canadian law enforcement community with enforcement support regarding the criminal use of firearms (e.g., tracing, identification and training). For more information on NWEST, visit: www.rcmp.gc.ca/nwest/nwest_e.htm.
- The Canadian National Firearms Tracing Centre (NFTC) provides an extensive firearms tracing service for all Canadian police services. The Centre uses a web based connection called E-Trace, which allows tracing requests to be sent directly to the US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). In 2007-2008, approximately 2,800 traces were conducted using this system.
- The Canadian Integrated Ballistic Identification Network (CIBIN) enhanced Canada's capacity to link firearms crimes through a Memorandum of Understanding with the United States by allowing the electronic exchange of ballistic information. As of March 31, 2008, CIBIN had accumulated a total of 723 "hits" since its inception, linking firearms to criminal investigations. There are now over 26,300 individual bullets and cartridges entered into the system.
- The Tactical Analysis Unit provided "actionable" intelligence to law enforcement units across Canada to assist them in investigating and prosecuting those involved in the movement of illicit firearms. The Unit also provided information to CISC for strategic intelligence purposes and the development of the 2007 National Strategic Firearms Threat.
- Employees within the CI Program actively share relevant criminal assessments with internal and external partners. Additionally, the Cross Border Crime Forum [10], completed a Canada/US Threat Assessment on Transnational Organized Crime. This threat assessment identified priority organized crime groups for joint investigations.

Key Priority

8. Build new and strengthen existing partnerships, both within Canada and internationally.

Progress made

- In support of the organization's commitment to foster a spirit of partnership and ensure relevancy and leading edge course offerings, the Canadian Police College (CPC) hosts one secondment from the RCMP's Criminal Intelligence program to develop and deliver the Strategic Intelligence Analysis Course. Furthermore, the CPC's Tactical Intelligence Analysis Course was delivered in Indonesia and the Philippines, thereby contributing to building new partnerships, sharing knowledge and coordinating the fight against transnational organized crime.

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[10] **Cross Border Crime Forum consists of the RCMP Criminal Intelligence Program, the Federal Bureau of Investigation (FBI) and the Drug Enforcement Administration (DEA)**

- The RCMP is an active participant in the Five Eyes Cyber Crime Work Group (Australia, United Kingdom, United States, Canada, New Zealand), which has been renamed the Strategic Alliance Cyber Crime Work Group. The RCMP developed a First Responder Guide derived from the international partner's best practices. The guide was shared with the Canadian Association of Chiefs of Police (CACP) E-Crime Committee for their benefit.
- The CI Program produced several reports on drugs and crime and contributed to the United Nations Office on Drugs and Crime (UNODC) annual report: www.unodc.org/unodc/en/about-unodc/annual-report.html. UNODC works closely with governments, international organizations and civil society to strengthen cooperation to counter the pervasive influence of organized crime and drug trafficking.

Key Priority

9. Contribute to public policy at earliest stage of development.

Progress made

- A member of the RCMP was nominated to an international expert group tasked to further explore the illicit trade in tobacco products obligations set out in Article 15 of the World Health Organization (WHO) Framework Convention on Tobacco Control (FCTC).
- The RCMP is actively participating on an interdepartmental working group comprised of RCMP, Public Safety Canada (PS), Canada Border Service Agency (CBSA), Department of Justice Canada (DOJ) and other departments, to address legislative reforms and resource issues for the goal of creating an effective national intellectual property crime enforcement program.

Key Priority

10. Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most timely criminal history information while respecting privacy and legal considerations.

Progress made

- The RCMP and the DOJ have held consultations regarding the lack of a national policy relating to disclosure. Consequently, the RCMP has drafted a national policy on disclosure, for tabling at the Joint RCMP/FPS (Federal Policing Section) Disclosure Working Group.
- The Canadian Criminal Real Time Identification Services (CCRTIS) contributed to the Organized Crime initiative through its management of criminal record and fingerprint files and through the exchange of information with Canadian and international law enforcement agencies. The CCRTIS database is the only legislated database that provides support to police and government agencies throughout Canada to combat the transient nature of organized crime.
- The CPC received recognition from the International Association of Law Enforcement Intelligence Analysts (IALEIA) – the largest professional organization in the world representing law enforcement analysts – which led to the setting of standards for intelligence analysts. As a direct result of the CPC's unique intelligence analysis program and specialized courses, IALEIA is now able to promote standards of excellence in law enforcement analysis in support of intelligence-led policing.

Key Priority

11. Contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to RCMP, Canadian and international police and partner agencies.

Progress made

- The Canadian Police College (CPC) delivered several sessions of the Financial Crime course for police investigators. Of those attending, approximately 37% were RCMP members, 54% were from other provincial/municipal police agencies and 9% were from international police agencies.
- The CPC continues to use several investigative communities of practice to update other courses that target Organized Crime. These include the Tactical Intelligence Analysis and Strategic Intelligence Analysis courses.
- The CPC provides to the RCMP and other Canadian police services, techniques to interdict and apprehend organizations engaged in identity theft on the Internet.

Key Priority

12. Conduct applied and theoretical research, contribute to environmental analysis, provide policy analysis development and advice; and conduct program design, policy and program monitoring and evaluation.

Progress made

- A research paper on *"Organized Crime Legislation in Canada: An Assessment of Implementation and Guideline for the Future"* was completed in fulfillment of the CPC's Scholarship Program. This paper sheds light on the utilization of section 467.1 of the *Criminal Code* by summarizing its use, exploring the reasons behind the apparent under-utilization of the statute and providing a sound operational model to facilitate its use.
- In today's environment developing new tools and processes to strengthen and enhance the production of criminal intelligence must be a priority. RCMP threat assessment model, SLEIPNIR[11], a CI Program creation, is being revised in order to enhance the assessment of organized crime activity and its impact on Canada.

Key Priority

13. Strengthen Canada's criminal intelligence community by supporting Criminal Intelligence Service Canada's Automated Criminal Intelligence Information System (ACIIS), the database for sharing criminal intelligence on organized and other serious crime affecting Canada.

Progress made

- Following the approval of a new Automated Criminal Intelligence Information System (ACIIS) policy by the Criminal Intelligence Service Canada (CISC) Executive Committee, CI has enhanced ACIIS use across the four levels of policing (municipal, provincial, national and international) in order to expand and consolidate the current knowledge base amongst law enforcement.

Key Priority

14. Support Canada's law enforcement community by participating in Criminal Intelligence Service Canada's Integrated National Collection Plan and contributing to the production of the National Threat Assessment on Organized and Other Serious Crime affecting Canada.

Progress made

- The CISC's Integrated National Collection Plan was enhanced by adopting a new software which allows CISC member agencies and the National Threat Assessment to report significantly more detailed accounts on criminal markets in Canada.
- The CoPs, as part of the CACP Canadian Law Enforcement Strategy to Combat Organized Crime, took steps to use CISC's Integrated Provincial and National Threat Assessments on Organized Crime to establish intelligence-led enforcement priorities.
- The CI Program contributed and produced Provincial Threat Assessments and the annual National Criminal Threat Assessment. This assessment is a scan of the criminal environment which is used to facilitate the setting of RCMP strategic priorities and subsequent decision making processes to allocate resources.

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[11] SLEIPNIR is an analytical technique for determining the relative levels of threat posed by organized crime groups

Strategic Priority: Terrorism

Reduce the threat of criminal terrorist activity in Canada and abroad

Overview

The global scope of terrorist groups emphasizes the importance of an integrated policing approach where criminal intelligence is shared among countries around the world.

The RCMP is committed to working in partnership with both domestic and foreign agencies to enhance prevention measures against the threat of terrorism in North America and globally.

Using an intelligence-led, integrated approach, the RCMP focuses its activities on achieving this goal. Our participation in international and interdepartmental national security committees and working groups aimed at the enhancement of transport security, border integrity, intelligence and information sharing are examples of this approach. Internationally, best practices and enhanced information sharing have been pursued through our active participation in the G8 Roma-Lyon Anti-Crime and Terrorism (ACT) Group.

Strategic Priority: Terrorism – Overview of Performance Towards Strategic Outcome [12]

Strategic Outcome

Reduce the threat of criminal terrorist activity in Canada and abroad

Strategic Objectives

- Communicate effectively
- Contribute valued public policy advice
- Build new and strengthen existing partnerships
- Expand collection and sharing of information and intelligence
- Deliver quality criminal intelligence
- Ensure border integrity
- Successfully detect, prevent/disrupt and investigate terrorist activity
- Strategic allocation of resources
- Sound and rigorous stewardship of resources
- Enhance centrally coordinated National Security Program management
- Attract, develop, retain and support our employees
- Optimize enabling science and technology

Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*
• Successfully disrupt the planned number of significant terrorist targets in 2007-2008	Disruptions recorded: - Divisions: 7 - National: 6	1 – Federal and International Operations 2 – Protective Policing Services 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 6 – Policing Support Services 7 – National Police Services
• Achieve 5 new partner groups or agencies with whom information is shared	**Target:** 5 **Achieved:** 0	
• Achieve 100% successful completion of projects/investigations related to key terrorist targets	**Achieved:** 100%	
• Maintain percentage of **partners** and **stakeholders** who agree the RCMP is a valuable partner in reducing the threat and impact of terrorism	**Partners:** 2007 – 84% 2008 – 92% **Stakeholders:** 2007 – 80% 2008 – 84%	
• Increase to 80% the percentage of **stakeholders** who agree that the RCMP provides valuable input into the development of public policy pertaining to terrorism	**Stakeholders:** 2007 – 72% 2008 – 90%	

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[12] A total of 2,470 clients, partners and stakeholders were surveyed and the average response rate was 30%. The results are based on the response of clients, partners and stakeholders directly involved in fighting terrorism.

Progress towards achieving key priorities listed in the 2007-2008 RPP in relation to the RCMP's efforts towards reducing the threat of terrorist activity by preventing terrorist groups from operating in Canada and abroad.

Key Priority

1. Centrally control national security criminal investigations:

The goal of central control is to create a governance structure for national security criminal investigations that fits with the realities of the current environment. To paraphrase Justice O'Connor's Part I Report on the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar*, centralization will be valuable in supporting the effectiveness and propriety of national security criminal investigations. Centralization will ensure that relevant information is shared internally, assist in discerning trends and facilitate briefing the Minister of Public Safety, when necessary. Additionally, it will ensure that personnel involved in national security criminal investigations adhere to the RCMP's mandate, follow Ministerial Directives and policy, respect individual liberties and share information appropriately*

Progress made

- Fifty-seven employees were reallocated to National Security Criminal Investigations to achieve central control of national security criminal investigations.
- A tripartite meeting of Ministers from Canada, Mexico and the US was held in Ottawa on February 23, 2007 to review the progress of the Security and Prosperity Partnership (SPP). Key law enforcement initiatives included: development of a counter-terrorism enforcement strategy; additional RCMP liaison officers in the US and Mexico; Canada/US radio interoperability for border enforcement; and the development of a reciprocal policy and legal framework to govern integrated Canada/US law enforcement operations.
- The level of protection afforded to all of our protectees continued to be intelligence driven. The RCMP led an integrated approach by inviting provincial and municipal police Forces and/or national partner agencies to work together as one team to provide a superior level of protection during visits by our protectees (e.g., security was provided jointly by the RCMP and the Department of National Defence for visits with the military troops in Afghanistan by the Prime Minister and other Ministers).

Key Priority

2. Improve national security training to ensure compliance with the investigative standards model (Major Case Management) for the National Security Program and meet the needs of Justice O'Connor's Part I Report, Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar.

Progress made

- The National Security Criminal Investigators course was updated to meet the needs of Justice O'Connor's findings on the *Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar.*
- The National Office of Investigative Standards and Practices (OISP) hired the required resources to implement the independent file review mechanism for the Major Case Management (MCM) and investigative standards.

Key Priority

3. Continue to implement and enhance the National Security Outreach Program and enhance divisional relationships with the Cross-Cultural Roundtable on Security.

Progress made

- National Security Criminal Investigations (NSCI) has established a Community Outreach Program to promote and increase community awareness relating to national security. Integrated National Security Enforcement Teams (INSETs) and National Security Enforcement Sections (NSES) jointly participate at meetings in their communities with their local Cross-Cultural Roundtable on Security (CCRS) members.
- Various provinces have implemented customized Community Outreach Programs in their divisions and communities. For more information on these programs, visit: www.rcmp.gc.ca//nationalsecurity/community_e.htm.

Key Priority

4. Contribute collectively to national security by protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods.

Progress made

- The RCMP ensures that it can respond to Chemical Biological Radiological Nuclear (CBRN) threats and incidents through education, tools and training. For more information on the CBRN, visit: www.rcmp.gc.ca//firs/cbrn_e.htm
- The Suspicious Incident Reporting (SIR) Framework has been launched in support of a common counter-terrorism threat overview by the National Security Criminal Investigations Critical Infrastructure Criminal Intelligence (CICI) section.

Key Priority

5. Take part, with partners in an all-hazards risk assessment.

Progress made

- During 2007-2008, the RCMP and Department of National Defence (DND) initiated an All Hazards Risk Assessment (AHRA) for the federal government. This initiative was coordinated by the Centre for Security Science (CSS) of Defence Research Development Canada (DRDC). The development of a wider AHRA methodology was pursued by using examples of current intelligence and information for conducting research regarding the methodology, writing proposals, and meeting and consulting with partners. The methodology is currently in the developmental stage.

Key Priority

6. Develop effective Emergency Preparedness Plans and Business Continuity Plans through critical infrastructure research and awareness.

Progress made

- Twelve RCMP divisions have completed their division level emergency operations plans. These plans consider the risks inherent to the division including the presence of specific targets and critical infrastructure vulnerabilities. In most divisions, over 60% of district and detachment level emergency operations plans have also been completed. Business Continuity Plans (BCP) have been completed at the division level and are now in maintenance mode.

Key Priority

7. Modernize the National Operations Centre to ensure effective support of criminal investigations of terrorist activity in Canada and abroad.

Progress made

- The modernization of the National Operations Centre (NOC) is being completed in conjunction with the move to 3000 Merivale Road in Ottawa, Ontario

Key Priority

8. Support National Security Criminal Investigations through effective Incident Director training and support at the National Operations Centre.

Progress made

- Incident Director training has not yet been adequately addressed due to competing priorities for course design in the RCMP's Learning and Development Branch.

Key Priority

9. Ensure border integrity – work with partners to create "smart borders"; prevent entry of those who pose a terrorist threat.

Progress made

- Following extensive discussions in 2007 with the United States Customs and Border Protection (CBP) and the United States Coast Guard (USCG), agreements were reached for the development of an integrated seamless, multi-layered approach incorporating shared strategic priorities and devoting resources towards achieving common goals.
- The RCMP and USCG participated in joint Shiprider [13] pilots in August and September 2007. The Shiprider pilots identified integrated cross-border law enforcement challenges and impediments. Following the evaluation of the 2007 pilots, government officials will assess the findings to determine the viability of developing a longer term Canada-US joint maritime law enforcement program.

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[13] Shiprider: Pilot joint initiative involving the RCMP and US Coast Guard where officers from these law enforcement agencies are fully empowered to enforce Canadian and American laws as they work side by side

- In 2007, Border Integrity Branches successfully implemented a national initiative to increase recognition of suspicious activities at the border. This initiative included national distribution of awareness materials to divisional units, expanding existing programs at border communities and delivery of training, workshops and presentations to internal and external stakeholders. For more information, visit: www.rcmp-grc.gc.ca/fio/border_integrity_e.htm#dg.
- Border Integrity Branch implemented an outreach program to improve the integration of RCMP Integrated Border Enforcement Teams' (IBETs) partners and stakeholders, both internally and externally.

Key Priority

10. Implement national program activity in order to successfully detect, prevent/disrupt and investigate terrorist activity.

Progress made

- The Criminal Investigation Analysis Section (CIAS) provided a number of investigative, interviewing and interrogative strategies to operational sections whose primary mandate is national security. This initiative has assisted on a number of investigations conducted by National Security Investigation Section (NSIS) units in Canada and abroad. The CIAS is currently developing a business case for a full time threat assessment specialist to become proactive in all cases of threat assessment, including terrorism.
- The Canadian Police College (CPC) provided advanced and specialized courses to the RCMP and all Canadian police services directly supporting investigation and interdiction of terrorist activities. These courses included Post-Blast Investigations (explosive disposals), Tactical and Strategic Intelligence, Polygraph Examiner, Computer Forensic Examiner and Major Case Management: Team Commander.

Key Priority

11. Build new and strengthen existing, partnerships, nationally and internationally.

Progress made

- The Trace Evidence (TE) Explosives facility provided scientific intelligence to Canada's criminal justice and security agencies forming partnerships nationally and internationally to exchange information, align and where possible, integrate system capabilities.
- Building on new partnerships, the Canadian Police College (CPC) entered into a licensing agreement with a private sector (E-learning company) to develop and deliver courseware for the CPC. This courseware is used as pre-course material for the CPC Explosives Technicians Course. Products and services offered through this licence agreement are also available to other police and military organizations.
- The CPC engaged with international police services and maintained partnerships by providing training to senior police officers from a range of European, Asian and Caribbean nations. Approximately 93 international police officers attended the CPC, representing more than 20 countries.
- The CPC delivered a Post-Blast Workshop at the Asia Pacific Economic Cooperation (APEC) meeting held in Thailand, focusing on anti-terrorist investigations in public transit areas.
- The Protective Policing Program forged a strong partnership, through the project INTERSECT (Integrated Response Model to National Security Threat) with local emergency services, all levels of government and the private sector. This partnership will ensure collective assets and resources are leveraged in efforts to provide a cohesive and seamless response to potential threats which may jeopardize both our clients and critical infrastructure.
- The RCMP continued with the development of Marine Security Operations Centres (MSOC) and is seeking feedback from the Department of National Defence (DND). MSOCs contribute to Canada's national security by being a focal point where marine security information related to the MSOC region is analyzed and ultimately shared by the mandated federal, provincial and municipal marine departments and agencies. For more information on the MSOC, visit: www.rcmp.gc.ca/fio/marine_ports_e.htm.

- In 2007-2008 the Border Integrity Branch updated three Memoranda of Understanding (MOUs) related to import and export issues and developed a new agreement with PWGSC Controlled Goods Directorate (CGD) concerning the enforcement of the *Defence Production Act*.

Key Priority

12. Contribute to public policy and enhance RCMP participation in public policy at earliest stage of development.

Progress made

- Exchange of personnel between Border Integrity and key external partners' initiative in 2007 promoted an increased understanding of interagency responsibilities leading to enhanced bilateral coordination.
- One of the public policy issues in which the RCMP Protective Policing contributed to is: Canada's policy for hosting major sporting events and protocols for the entry of in-flight Security Officers into Canada. Protective Policing in partnership with Department of Foreign Affairs and International Trade Canada (DFAIT), Public Safety Canada, Transport Canada are seeking remedies through legislation relating to foreign in-flight security officers in anticipation of the 2010 Olympics.

Strategic Priority: Youth

Prevent and reduce youth involvement in crime as victims and offenders

Overview

Shaping RCMP service delivery to reflect our knowledge of social development, root causes, community wellness and problem solving will provide the cornerstones to successfully address youth crime and victimization. Evolving factors associated with crime require the RCMP to reshape its service delivery through non-traditional policing methods.

Strategic Priority: Youth – Overview of Performance Towards Strategic Outcome[14]

Strategic Outcome

Prevent and reduce youth involvement in crime as victims and offenders

Strategic Objectives

- Communicate effectively
- Contribute valued public policy advice
- Build new and strengthen existing partnerships
- Focus on early intervention, root causes and police interventions with youth
- Develop community capacity to prevent crime through social development
- Optimize support and response to youth victims
- Sound and rigorous stewardship of resources
- Attract, develop, retain and support our employees
- Optimize enabling science and technology

Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*
• Achieve 59% of **stakeholders** who agree the RCMP effectively communicates what it is doing and why it is doing it	**Stakeholders:** 2007 – 52% 2008 – 46%	1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 5 – Technical Policing Operations 7 – National Police Services
• Achieve 72% of **stakeholders** who agree the RCMP provides accurate and complete information about its programs and services	**Stakeholders:** 2007 – 59% 2008 – 56%	
• Achieve 60% of **clients**, 67% of **partners** and 85% of **stakeholders** who agree the RCMP is a valuable partner in preventing and reducing youth involvement in crime as victims and offenders	**Clients:** 2007 – 61% 2008 – 62% **Partners:** 2007 – 81% 2008 – 93% **Stakeholders:** 2007 – 83% 2008 – 85%	
• Increase to four the number of external partners participating in Strategic Priority Working Groups	2 partners	
• Increase to 80% the percentage of **stakeholders** who agree that the RCMP provides valuable input into the development of public policy pertaining to youth issues	**Stakeholders:** 2007 – 70% 2008 – 68%	
• Number of youth seriously injured/fatalities in motor vehicle collisions. Target 6% reduction from 1996-2001 baseline	Data not available*	

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[14] A total of 2470 clients, partners and stakeholders were surveyed and the average response rate was 30%. The results are based on the response of clients, partners and stakeholders directly involved with youth

* The RCMP at this point is unable to retrieve this type of data from the existing data collection tools.

Progress towards achieving key priorities listed in the 2007-2008 RPP in relation to the RCMP's efforts towards preventing and reducing youth involvement in crime as victims and offenders

Key Priority

1. Prevent youth crime by addressing the underlying causes and respond to needs of young persons, especially those in situations of risk.

Progress made

- Through the work of the Framework for Action for Northern Youth (FANY) Partnership Board and the Northern Community Partnership Initiative (NCPI) a pilot project was implemented in Pangnirtung, Nunavut in 2007. The pilot project was a community-led, police supported initiative that was based on principles of crime prevention through social development. The project strives to:
    - Improve the quality of life for children, youth and their families
    - Prevent and reduce victimization and crime
    - Build community capacity

Key Priority

2. Support the Youth Strategic Priority through the design of generic exercises under the School Action for Emergency Plan (SAFE) that will be distributed across Canada.

Progress made

- The School Action for Emergencies (SAFE) Plan, has been adopted by 1500 schools Canada wide. This Plan provides proactive measures in responding to potentially tragic situations in school environments across Canada. Provincial and municipal police agencies are adopting the RCMP's SAFE Plan. For more information on the SAFE Plan, visit: www.rcmp.ca/factsheets/fact_safe_e.htm

Key Priority

3. Optimize responses to youth who offend with an emphasis on early intervention, meaningful consequences, restorative approaches and community involvement.

Progress made

- As part of the National Anti-Drug Strategy's (NADS) Treatment Action Plan, the National Crime Prevention Services Branch is developing and implementing a National Youth Intervention and Diversion Program (NYIDP) over the next five years. This broadly based service delivery approach is designed to build police and community partnerships and assist frontline RCMP officers by challenging youths with substance abuse problems into the assessment and treatment process. This proactive assistance will ultimately contribute to the reintegration of youth with substance abuse problems into the community.

Key Priority

4. Build on community capacity to prevent crime and use restorative processes by seeking input from communities, especially youth and youth serving organizations and by providing expertise and leadership in facilitating community problem solving; prevention and intervention strategies.

Progress made

- The RCMP deal.org program recently completed consultations with youth in communities across Canada. These consultations were created to initiate a dialogue with youth concerning gaps between police and youth and how to address them.

Key Priority

5. Enhance the protection of children on the Internet and the pursuit of those who use technology to exploit them

Progress made

- The RCMP deal.org program publishes the quarterly Youth Trends Report aimed at assisting the National Child Exploitation Coordination Center (NCECC) and investigators of child exploitation on the Internet.
- The NCECC attained an 80 percent compliance rate relative to the forwarding of files and information to police agencies within seven days of receiving a complaint. All priority files where a child is at imminent risk were forwarded to the appropriate police agency within the same business day.
- The Victim Identification Unit within the NCECC was established to develop effective methods of identifying and locating victims of Internet facilitated child sexual exploitation. Canadian investigators, often in collaboration with the NCECC, have identified approximately 231 Canadian children and numerous international children who were victims of Internet facilitated child sexual exploitation.

- The CPC delivered its first course on Internet Evidence Analysis. This new course provides junior computer forensic investigators with a strong foundation in the ability to locate, examine and interpret Internet artifacts created by clients most commonly observed in the course of computer forensic analysis.
- The CPC delivered the Canadian Internet Child Exploitation Course (CICEC) and the Advanced Internet Child Exploitation Course providing investigators with the tools to pursue those who exploit young children via the Internet.

Key Priority

6. Contribute valued public policy advice.

Progress made

- National Crime Prevention Services has participated in the interdepartmental working group for youth justice, NADS subcommittees, the Coordinating Committee on Senior Officials for Youth Justice (CCSO), as well as teleconferences relating to pre-trial detention
- National Crime Prevention Services has also represented the RCMP at a funding discussion for a Centre of Excellence – Children's Well Being with youth engagement as a key component to the discussion
- National Youth Services participated on the CCSO, providing input on the Youth Criminal Justice Act (YCJA). Engagement at the national level with Health Canada, Department of Justice and other partners has provided the momentum necessary to advance a holistic approach to youth concerns

Key Priority

7. Prevent crime in Canada's youth by providing appropriate courses and other learning opportunities to police officers.

Progress made

- The Youth Officer Resource Centre (YORC) is an internal website that provides frontline members with tools, tips and lesson plans on topics of interest to youth. Currently, YORC offers a total of 70 bilingual presentations. On average, this site is accessed by members over 1000 times per month.
- The YORC is presently working in partnership with the CPC in an attempt to provide the YORC website to outside police agencies.
- The National Youth Officer Program has completed a policy relating to the role of police in schools.
- National Youth Services facilitated the creation and delivery of a training package for police officers working with youth. The first pilot project was delivered in New Brunswick, November 2007. The feedback and recommended changes were incorporated into the training package before the delivery of the second pilot in Newfoundland and Labrador in February 2008.

Key Priority

8. Disseminate information, internally and externally, on good policing practices with youth and the benefits of crime prevention through social development.

Progress made

- The deal.org website, a "by youth, for youth" initiative, continues to grow as a means of reaching youth with information on issues that matter to them. It provides necessary tools to make healthy life choices and overcome obstacles in personal, family and community life. Deal.org has had a very successful year with over 1.4 million hits per month. This is an increase of nearly 500,000 hits over the previous year. Hits on the website continue to increase steadily. For more information about the deal.org program, visit: www.deal.org

Strategic Priority: Economic Integrity

Contribute to Canada's economic integrity through crime reduction

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Overview

Economic Integrity refers to consumer and investor confidence in Canada's financial, currency and equity market systems. A safe and secure economy provides confidence for consumers and investors in conducting business, investing and saving. The RCMP contributes to Canada's economic integrity through crime reduction, with an aim of supporting the economic and social well being of all Canadians.

Concerns extend beyond financial crime, touching many areas: counterfeit goods and currency; corporate fraud; theft of intellectual property and identity fraud. These challenges can impact the overall Canadian economy through loss of confidence in our country's institutions and markets both nationally and internationally.

Strategic Priority: Economic Integrity – Overview of Performance Towards Strategic Outcome [15]

Strategic Outcome

Contribute to the confidence in Canada's economic integrity through crime reduction

Strategic Objectives

- Communicate effectively
- Contribute valued public policy advice
- Build new and strengthen existing partnerships
- Focus on early intervention, root causes and police interventions with youth
- Develop community capacity to prevent crime through social development
- Optimize support and response to youth victims
- Sound and rigorous stewardship of resources
- Attract, develop, retain and support our employees
- Optimize enabling science and technology

Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*
• Achieve 85% of the individuals, who have received information, are prepared to modify or have modified their behaviour	2007 – 74% 2008 – 70%	1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 4 – Criminal Intelligence Operations 5 – Technical Policing Operations 7 – National Police Services
• Achieve 85% of the companies (public or private) that have received information, are prepared to modify or have modified their policies	2007 – 62% 2008 – 64%	
• Achieve 15% of seized counterfeit currency	2007 – 12% 2008 – 20%	
• Improve clearance rates for fraud related offences (baselines to be established)	2007 – 39.4% 2008 – 36.9%	
• Increase the number of charges laid through Integrated Market Enforcement Team (IMET) investigations	2008 – 0	

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[15] The results are based on the response of clients, partners and stakeholders directly involved in economic integrity activities

Progress towards achieving key priorities listed in the 2007-2008 RPP in relation to the RCMP's efforts towards economic integrity

Key Priority

1. Prevent, detect and deter criminal activity that affects the Canadian economy.

Progress made

- A new CPC workshop entitled Capital Market Investigators was piloted in 2007-2008. It was designed to provide crown counsel and police investigators with the tools required to investigate and prosecute white collar criminals.
- The CPC also delivered several sessions on the Financial Investigations Course in Canada and abroad. For more information on the course, visit: www.cpc.gc.ca/courses/descript/financ_e.htm.
- The National Anti-Counterfeiting Bureau (NACB) continued to develop strategies to prevent further counterfeiting of travel documents and Canadian currency. These included participating in working groups for the study and selection of security standards, conducting adversarial analyses of various security products and assisting government agencies in designing and delivering appropriate training programs.
- A nationally coordinated Intake/Referral System was designed by Integrated Market Enforcement Team (IMET) members. This ensures that the Securities Fraud Information Centre (SFIC) and the Joint Securities Intelligence Unit (JSIU) work in harmony with our partners in appropriately addressing the complaints and inquiries from corporations and individuals pertaining to market offences. These inquiries include money laundering in capital markets, securities law violations and *Criminal Code* violations.
- The Commercial Crime Branch began implementation of two regional Anti-Corruption Teams mandated to investigate domestic and international corruption of public officials in support of the United Nations Convention Against Corruption.
- In 2007, the Government of Canada appointed a senior advisor to review and develop the IMET program. This review includes concrete steps to attract and retain the best qualified personnel and additional expert resources, strengthen the coordination of the program on a national basis and enhance collaboration with provincial authorities. For more information on the plan, visit: www.rcmp.gc.ca/imets/report_lepan2007_e.htm
- IMET, in conjunction with the Learning and Development Branch, developed an Advanced Market Integrity Computer Analysis course.

Key Priorities:

2. Build awareness around crimes that affect the Canadian economy.

3. Educate Canadians on the different forms of economic crime and the measures they can take to protect themselves from becoming victims.

Progress made

- The RCMP produced and distributed a video outlining the Integrated Market Enforcement Team to promote a better understanding of economic integrity issues and manage expectations of public and strategic partners.
- The Criminal Intelligence (CI) Program provided intelligence to the federal government indicating that multiple criminal groups in Canada remain involved in smuggling/manufacturing of counterfeit medication in Canada. This intervention has resulted in the strengthening of food and product safety legislation.
- In order to prevent the occurrence of elder abuse, fraud and scams with the receipt of the Common Experience Payments (CEP), the RCMP has developed an awareness package entitled Ageless Wisdom which provides safety and security tips for older adults. This program has been adopted nationally and has been specifically tailored to meet the needs of the First Nations, Métis and Inuit people.
- A joint RCMP/Crime Stoppers mail insert was created to inform Indian Residential School (IRS) survivors of possible illegal scams. The mail insert was distributed with the CEP cheques and to over 80,000 survivors and Aboriginal agencies.

Strategic Priority: Aboriginal Communities

Contributing to the long-term wellness and safety of Aboriginal communities through a holistic and culturally competent approach

Overview

In our ongoing effort to contribute to the Aboriginal Strategic Priority of safer and healthier Aboriginal communities, the RCMP continues to positively enhance existing and establish new relationships with Aboriginal communities across the country. One way of achieving this goal is by delivering programs that are culturally appropriate.

The organization currently provides core and policing services to over 635 Aboriginal communities across Canada. The breadth and scope of issues related to policing Aboriginal people and communities crosses all internal business lines, Divisions and police jurisdictions.

Strategic Priority: Aboriginal Communities – Overview of Performance Towards Strategic Outcome [16]

Strategic Outcome

Contribute to safer and healthier Aboriginal communities

Strategic Objectives

- Communicate effectively
- Contribute to public policy and ensure sound policy development
- Build new and strengthen existing partnerships
- Develop community capacity to prevent crime through social development
- Provide a culturally sensitive police service
- Expand collection and sharing of information and intelligence
- Sound and rigorous stewardship of resources
- Attract, develop, retain and support our employees
- Optimize enabling science and technology

Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*
Achieve 82% of **clients** of Contract Policing who are satisfied their organization/community has a good working relationship with the RCMP.	**Clients:** 2007 – 79% 2008 – 76%	1 – Federal and International Operations 3 – Community, Contract and Aboriginal Policing 7 – National Police Services
Achieve 75% of **clients** of Contract Policing who are satisfied that the RCMP makes a valuable contribution to the sustainability of their community.	**Clients:** 2007 – 63% 2008 – 58%	
Achieve 55% of **clients** of Contract Policing who are satisfied that the RCMP successfully addresses local policing priorities.	**Clients:** 2007 – 60% 2008 – 57%	
Achieve 59% of **partners** and 66% of **stakeholders** who agree the RCMP effectively communicates what it is doing and why it is doing it.	**Partners:** 2007 – 61% 2008 – 55% **Stakeholders:** 2007 – 54% 2008 – 56%	
Achieve 72% of **stakeholders** who agree the RCMP provides accurate and complete information about its programs and services.	**Stakeholders:** 2007 – 60% 2008 – 62%	
Achieve 80% of **partners/stakeholders** who agree the RCMP is a valuable partner in contributing to safer and healthier Aboriginal communities.	**Partners:** 2007 – 94% 2008 – 82% **Stakeholders:** 2007 – 72% 2008 – 81%	
Achieve an increase in the number of external partners participating in Strategic Priority Working Groups.	**Target:** 1 **Result:** 0	
Achieve 80% **stakeholders** who agree that the RCMP provides valuable input into the development of public policy pertaining to Aboriginal-community issues.	**Stakeholders:** 2007 – 63% 2008 – 65%	

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[16] A total of 2470 clients, partners and stakeholders were surveyed and the average response rate was 30%. The results are based on the response of clients, partners and stakeholders directly involved in aboriginal communities.

Progress towards achieving key priorities listed in the 2007-2008 RPP in relation to the RCMP's efforts towards contributing to safer and healthier Aboriginal communities

Key Priorities:

1. Provide a culturally sensitive policing service.

2. Develop community capacity to prevent crime through social development.

Progress made

- The issue of Indian Residential Schools remains a priority for the RCMP in terms of prevention, enforcement and reconciliation. Specific programs and initiatives were developed to reduce potential victimization that may arise from the Common Experience Payments that were mailed out to survivors in November 2007.
- The RCMP continued to work with independent Aboriginal consultants to develop and deliver Aboriginal Perceptions Training and Métis Perceptions Training to employees across Canada. In conjunction, an analysis was conducted to determine whether the current training programs should be modified or to utilize existing training programs such as those offered by the Canada School of Public Service.
- Community programs were developed to enhance capacity, provide opportunities for youth role models and address socio-economic issues (e.g., substance abuse and suicide) prevalent in Aboriginal communities. These include:
    - National Youth Role Models Program
    - Elder Speak
    - Aboriginal Shield Program
    - White Stone

Key Priority

3. Develop a resilience plan, as a complement to the pandemic plan, to ensure police officers are in a position to meet their policing commitments in the context of a pandemic (Operational Readiness and Response Coordination Centre).

Progress made

- RCMP Occupational Health and Safety Branch (OHSB), was identified as the area that will oversee the development of a Pandemic and All Hazards team which will be responsible for providing the core services envisioned in the Workforce Resilience Program. OHSB completed a Business Case which outlined the Pandemic Plan and the requisite requirements for Personal Protective Equipment, anti-viral medication to be used for members, treatment for family members (acting as a provider of last resort) and roll-out options. The proposal was approved in principle and is currently being considered for funding approval.

Key Priority

4. Contribute to public policy and ensure sound policy development.

Progress made

- National Aboriginal Policing Services (NAPS) is working with Indian and Northern Affairs Canada (INAC) and Public Safety Canada (PS) on securing resources to address issues on Matrimonial Real Property (MRP), and the legislature amendment surrounding MRP.

Key Priority

5. Build new and strengthen existing partnerships

Progress made

- Plans to modernize the current Band Constable Program are ongoing with Public Safety Canada's Aboriginal Policing Directorate.
- NAPS has partnered with the Ontario Provincial Police and the Sûreté du Québec to develop a cohesive response to policing challenges encountered while responding to historical and recent Aboriginal issues. The renewal of the Assembly of First Nations Public Safety Protocol with the RCMP has further strengthened and solidified the relationship with Aboriginal communities.
- NAPS has collaborated with PS and INAC on the issues surrounding MRP. In doing so, five-year funding has been secured to develop and deliver related training upon approval of the MRP legislation.

Key Priority

6. Communicate effectively to internal/external partners and stakeholders.

Progress made

- NAPS has contributed Aboriginal specific information for inclusion on the Domestic Violence in Aboriginal Communities Course offered at the CPC. Representatives from National Police Services (NPS) have also presented material relating to Indian Residential Schools and MRP during this course.
- A communications strategist has been assigned to work on the Aboriginal Priority and has been integral in communicating internally and externally on various Aboriginal initiatives.

Key Priority

7. Build capacity in terms of expertise and resources, while supporting employees.

Progress made

- The completion of a national and divisional risk assessment on Aboriginal policing identified a series of key risk areas that are being mitigated to ensure that the Branch has the capacity and expertise to support the objective of the Aboriginal priority.
- The CI Program provided threat assessments that were instrumental in the successful conclusion of the Aboriginal National Day of Action.
- The CPC's Professional Development Centre for Aboriginal Policing (PDCAP) gained momentum in 2007-2008, providing four courses/workshops. Those included the Organized Crime Disruption in Aboriginal Communities course and the Integrated Approach to Domestic Violence in the Aboriginal Community course. For more information on the PDCAP and its courses, visit: www.cpc.gc.ca/courses/alphac_e.htm#o.

SECTION III: SUPPLEMENTARY INFORMATION

FINANCIAL TABLES – SUMMARY OF DEPARTMENTAL STRATEGIC OUTCOMES AS PER PROGRAM ACTIVITY ARCHITECTURE

Table 1: Comparison of Planned to Actual Spending (including FTEs)

Program Activity ($ millions)	Actual 2005-2006	Actual 2006-2007	2007-2008			
			Main Estimates	Planned Spending	Total Authorities	Actuals
Federal and International Operations	579.7	626.0	685.5	796.5	834.4	659.5
Protective Policing Services	125.7	108.9	112.3	129.0	149.5	140.1
Community, Contract and Aboriginal Policing	1,991.8	2,140.7	2,335.1	2,378.7	2,543.9	2,289.0
Criminal Intelligence Operations	71.6	81.8	85.5	91.5	91.7	90.8
Technical Policing Operations	168.8	190.8	187.2	198.8	217.0	212.5
Policing Support Services	67.3	84.0	70.7	72.1	81.5	91.4
National Police Services	161.9	170.9	144.1	158.0	174.1	178.0
Registration, Licensing and Supporting Infrastructure	68.5	74.2	66.5	66.5	70.3	49.9
Policy, Regulatory, Communications and Portfolio Integration		2.4	3.9	3.9	4.5	12.4
Pensions under the *RCMP Contribution Act*	23.6	20.4	23.0	23.0	19.6	19.6
To compensate members of the RCMP for injuries received in the performance of duty	39.1	55.1	55.8	55.8	65.0	62.0
Payments in nature of Workers' Compensation to survivors of members of the Force	1.4	2.0	1.5	1.5	2.1	2.1
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.1	0.1	0.1
Total	**3,299.5**	**3,557.3**	**3,771.2**	**3,975.4**	**4,253.6**	**3,807.4**
Less: Non-Respendable Revenue	107.2	99.3	N/A	107.5	N/A	109.5
Plus: Cost of services received without charge	201.9	221.5	N/A	209.2	N/A	215.0
Net Cost of Department	**3,394.2**	**3,679.5**	**3,771.2**	**4,077.1**	**4,253.6**	**3,912.9**
Full Time Equivalents	**23,578.8**	**24,786.4**	**N/A**	**27,669.0**	**N/A**	**26,299.0**

Note: Due to rounding, figures may not add to totals shown.

Total Gross Expenditures ($ millions)

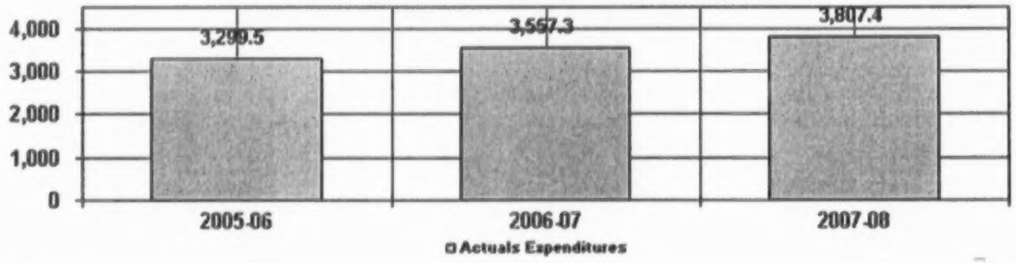


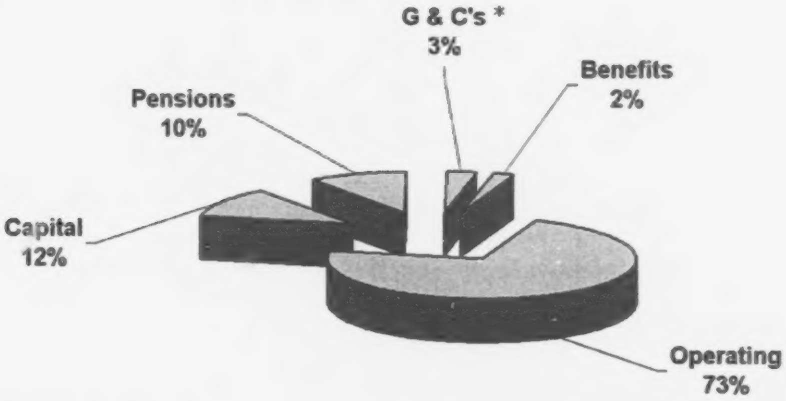
Table 2: Voted and Statutory Items

Financial Requirements by Authority ($ millions)		2007-2008			
Vote		**Main Estimates**	**Planned Spending**	**Total Authorities**	**Actual**
Royal Canadian Mounted Police – Law Enforcement Program					
45	Operating expenditures	1,259.0	1,313.0	1,990.2	1,769.9
50	Capital expenditures	197.9	217.0	328.5	233.7
55	Grants and Contributions	43.7	43.7	82.0	77.5
(S)	Pensions and other employee benefits – Members of the Force	288.6	288.6	283.2	283.2
(S)	Contribution to employee benefit plans	51.1	51.1	63.3	63.3
(S)	Pensions under the *Royal Canadian Mounted Police Pension Continuation Act*	23.0	23.0	19.6	19.6
Total Department		**1,863.3**	**1,936.4**	**2,766.8**	**2,447.2**

Notes: Total authorities are main estimates plus supplementary estimates plus other authorities.
Due to rounding, figures may not add to totals shown.
In addition, $11.9 million was available from proceeds of disposal of surplus Crown Assets, of which $7.9 million was spent.
The balance will be available as spending authority in 2008-2009.
Numbers listed above do not include refunds of amounts credited to revenues in previous years ($662,092).

Authorities 2007-2008

Vote ($ millions)



Note: * Grants and Contributions

Table 3:

Financial Statements

(Unaudited)

of

ROYAL CANADIAN MOUNTED POLICE

For the year ended

March 31, 2008

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007 and all information contained in these statements rests with the management of the Royal Canadian Mounted Police (RCMP). These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the RCMP's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the RCMP's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act,* are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the RCMP.

The financial statements of the RCMP have not been audited.

William J.S. Elliott, Commissioner

Alain P. Séguin, Acting Deputy Commissioner
Corporate Management & Comptrollership

Ottawa, Canada
August 9, 2007

STATEMENT OF OPERATIONS (unaudited)

For the year ended March 31, 2008

(in thousands of dollars)

	2008	**2007**
Expenses *(Note 4)*		
Community, Contract and Aboriginal Policing	$ 2,386,135	$ 2,245,564
Federal and International Operations	691,887	648,497
Technical Policing Operations	220,629	204,446
National Police Services	197,752	183,421
Protective Policing Services	146,484	116,024
Criminal Intelligence Operations	94,573	85,920
Policing Support Services	89,259	85,742
Registration, Licensing and Supporting Infrastructure – Firearms	49,135	84,192
Policy, Regulatory, Communication and Portfolio Integration – Firearms	13,009	2,604
Other Activities	83,821	77,627
	3,972,684	3,734,037
Revenues *(Note 5)*		
Community, Contract and Aboriginal Policing	1,386,391	1,347,642
National Police Services	14,688	15,545
Other Activities	42,266	34,569
	1,443,345	1,397,756
Net cost of operations	**$ 2,529,339**	**$ 2,336,281**

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION (unaudited)

As at March 31, 2008

(in thousands of dollars)

	2008	2007
Assets		
Financial assets		
Accounts receivable and advances *(Note 6)*	$ 570,860	$ 364,510
	570,860	364,510
Non-financial assets		
Inventory	44,133	36,917
Tangible capital assets *(Note 7)*	1,160,654	1,103,518
	1,204,787	1,140,435
	1,775,647	**1,504,945**
Liabilities and Equity of Canada		
Liabilities		
Accounts payables and accrued liabilities (Note 8)	364,199	307,983
Vacation pay and compensatory leave	191,138	185,431
RCMP Pension accounts (Note 9)	12,052,621	11,703,416
Deferred revenue (Note 10)	110,350	103,753
Employee severance benefits (Note 11)	461,683	439,453
Other liabilities (Note 12)	9,242	8,419
	13,189,233	12,748,455
Equity of Canada	(11,413,586)	(11,243,510)
	$ 1,775,647	**$ 1,504,945**

Contingent liabilities *(Note 13)*

Contractual obligations *(Note 14)*

The accompanying notes form an integral part of these financial statements.

STATEMENT OF EQUITY (Unaudited)

For the year ended March 31, 2008

(in thousands of dollars)

	2008	2007
Equity of Canada, beginning of year	$ 11,243,510	$ 10,693,793
Net cost of operations	2,529,339	2,336,281
Current year appropriations used *(Note 3)*	(2,455,813)	(2,297,710)
Revenue not available for spending	96,719	124,488
Refund of prior year expenditures	8,531	7,737
Change in net position in the Consolidated Revenue Fund *(Note 3)*	206,315	600,376
Services received without charged from other government departments *(Note 15)*	(215,015)	(221,455)
Equity of Canada, end of year	**$ 11,413,586**	**$ 11,243,510**

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOW (Unaudited)

For the year ended March 31, 2008

(in thousands of dollars)

	2008	2007
Operating Activities		
Net cost of operations	$ 2,529,339	$ 2,336,281
Non-cash items:		
Amortization of tangible capital assets	(136,892)	(125,580)
Loss on disposal, write-off, and adjustments in tangible capital assets	(8,593)	(15,976)
Services received without charge from other government departments	(215,015)	(221,455)
Variances in Financial Position:		
Increase (decrease) in financial assets	206,350	(148,315)
Increase (decrease) in inventory	7,216	(1,010)
Decrease in prepaid expenses	–	(831)
Increase in liabilities	(440,778)	(465,100)
Cash used by operating activities	**1,941,627**	**1,358,014**
Capital investment activities		
Acquisitions of tangible capital assets	206,853	211,174
Proceeds from disposal or transfer of capital assets	(4,232)	(4,079)
Cash used by capital investment activities	**202,621**	**207,095**
Financing activities		
Net cash provided by Government of Canada	**($ 2,144,248)**	**($ 1,565,109)**

The accompanying notes form an integral part of these financial statements.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2008

1. Authority and Mandate

The Royal Canadian Mounted Police (RCMP) is Canada's national police service and an agency of the Department of Public Safety and Emergency Preparedness.

The RCMP mandate is based on the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*. The mandate of the RCMP is to enforce laws, prevent crime, and maintain peace, order and security. Ten program activities highlight our Program Activity Architecture (PAA). These include:

- **Community, Contract and Aboriginal Policing**

Contributes to safe homes and safe communities by providing police services to diverse communities in eight provinces (with the exception of Ontario and Quebec) and three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal and Aboriginal governments.

- **Federal and International Operations**

Provides policing, law enforcement, investigative, and protective services to the federal government, its departments and agencies and to Canadians.

- **Technical Policing Operations**

Provides policy, advice and management to predict, research, develop and ensure the availability of technical tools and expertise to enable frontline members and partners to prevent and investigate crime and enforce the law, protect against terrorism, and operate in a safe and secure environment.

- **National Police Services**

Contributes to safe homes and safe communities for Canadians through the acquisition, analysis, dissemination and warehousing of law enforcement-specific applications of science and technology to all accredited Canadian law enforcement agencies.

- **Protective Policing Services**

Directs the planning, implementation, administration and monitoring of the RCMP National Protective Security Program, including the protection of dignitaries, the security of major events and Special Initiatives including Prime Minister-led summits of an international nature.

- **Criminal Intelligence Operations**

A national program for the management of criminal information and intelligence in the detection and prevention of crime of an organized, serious or national security nature in Canada or internationally as it affects Canada.

- **Policing Support Services**

Support services provided in support of the RCMP's role as a police organization.

- **Registration, Licensing and Supporting Infrastructure – Firearms**

Delivery of licensing activities through federal Chief Firearms Officers (CFO) operations, arrangements with other federal government departments, and the management of provincial CFO roles and relationships; registration of firearms in the Canadian Firearms Registry (CFR) and support to Public Agencies through licensing and registration activities; operation of the Central Processing Site and the 1-800 call centre; maintenance and analysis of program performance data, and management of the Program's information technology infrastructure and its interface with other databases.

- **Policy, Regulatory, Communication and Portfolio Integration – Firearms**

Activities to support the Commissioner as deputy head of the department; Chief Operating Officer activities to support federal Chief Firearms Officers (CFO), licensing, registration and public agencies, and in the management of federal-provincial/CFO roles and relationships. Human Resources Management services of the department including compliance with Central Agencies requirements; and Finance and Administration activities of the department including compliance with Central Agencies on financial and administrative issues.

- **Corporate Infrastructure**

Includes the vital administrative services required for an organization to operate effectively. The costs associated with this activity are distributed among the remaining program activities.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

(a) The RCMP is primarily financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the department do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and in the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2008

(b) The department operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the RCMP is deposited to the CRF and all cash disbursements made by the RCMP are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non respendable revenue recorded by the department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues are accounted for in the period in which the underlying transactions or events occurred that gave rise to the revenues. Revenues that have been received but not yet earned or not spent in accordance with any external restrictions are recorded as deferred revenues.

(e) Expenses are recorded when the underlying transaction or expense occurred subject to the following:

- Grants are recognized in the year in which payment is due or in which the recipient has met the eligibility criteria.
- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement.
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans, Worker's compensation and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits:

- *Pension benefits for Public Service employees:* Eligible employees participate in the Public Service Pension Plan, a multi-employer Plan administered by the Government of Canada. The department's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the department to make contributions for any actuarial deficiencies of the Plan.
- *Pension benefits for RCMP members:* The Government of Canada sponsors a variety of employee future benefits such as pension plans and disability benefits, which cover members of the RCMP. The department administers the pension benefits for members of the RCMP. The actuarial liability and related disclosures for these future benefits are presented in the financial statements of the Government of Canada. This differs from the accounting and disclosures of future benefits for RCMP presented in these financial statements whereby pension expense corresponds to the department's annual contributions toward the cost of current service. In addition to its regular contributions, current legislation also requires the department to make contributions for actuarial deficiencies in the RCMP Pension Plan. These contributions are expensed in the year they are credited to the Plan. This accounting treatment corresponds to the funding provided to departments through Parliamentary appropriations.
- *Severance benefits:* Employees and RCMP members are entitled to severance benefits under labor contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees and RCMP members is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Receivables from external parties are stated at amounts expected to be ultimately realized; a provision is made for external receivables where recovery is considered uncertain.

(h) Contingent liabilities – Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2008

(i) Environmental liabilities – Environmental liabilities reflect the estimated costs related to the management and remediation of environmentally contaminated sites. Based on management's best estimates, a liability is accrued and an expense recorded when the contamination occurs or when the department becomes aware of the contamination and is obligated, or is likely to be obligated to incur such costs. If the likelihood of the department's obligation to incur these costs is not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the notes to the financial statements.

(j) Inventories – Inventories consist of parts, material and supplies held for future program delivery and not intended for re-sale. They are valued at cost. If they no longer have service potential, they are valued at the lower of cost or net realizable value.

(k) Foreign currency transactions – Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates of exchange in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using exchange rates in effect on March 31st. Gains resulting from foreign currency transactions are included under "Other revenues" in note 5. Losses are included under "Other operating expenses" in note 4.

(l) Tangible capital assets – All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. Capital assets do not include intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of capital assets is done on a straight-line basis over the estimated useful life of the capital asset as follows:

Asset Class	Sub-asset Class	Amortization Period
Buildings		20 to 30 years
Works and Infrastructures		20 years
Machinery and Equipment	Machinery and Equipment	5 to 15 years
	Informatics – Hardware	4 to 7 years
	Informatics – Software	3 to 7 years
Vehicles	Marine Transportation	10 to 15 years
	Air Transportation	10 years
	Land Transportation (non-military)	3 to 5 years
	Land Transportation (military)	10 years
Leasehold Improvements		Term of lease

In the normal course of business, the RCMP constructs buildings and other assets as well as develops software. The associated costs are accumulated in Assets under Construction (AUC) until the asset is in use. No amortization is taken until the asset is put in use.

(m) Intellectual property such as licences, patents and copyrights are expensed in the period in which they are incurred.

(n) Measurement uncertainty – The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities, environmental liabilities, the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2008

3. Parliamentary Appropriations

The RCMP receives most of its funding through annual Parliamentary appropriations. Items recognized in the Statement of Operations and the Statement of Financial Position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the RCMP has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used

	2008	**2007**
	(in thousands of dollars)	
Net cost of operations	**$ 2,529,339**	**$ 2,336,281**
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (less):		
Services received without charge from other government departments	(215,015)	(221,455)
Revenue not available for spending	96,719	124,488
Amortization of tangible capital assets	(136,892)	(125,580)
Refunds of prior year expenditures	8,531	7,737
Increase in liability for severance benefits	(22,230)	(14,709)
Transfer cost to assets under construction	122,808	128,072
Increase in liability for vacation pay and compensatory leave	(9,916)	(2,043)
Increase in liability for contaminated sites	(524)	(1,203)
Net loss and write-off on disposal of tangible capital assets	(12,249)	(15,921)
Other	(7,627)	(1,282)
	2,352,944	2,214,385
Adjustments for items not affecting net cost of operations but affecting appropriations		
Add (less):		
Acquisition of tangible capital assets	86,764	78,207
Accountable advances	(8)	173
Inventory purchased	16,113	5,776
Prepaid expenses	–	(831)
Current year appropriation used	**$ 2,455,813**	**$ 2,297,710**

(b) Appropriations provided and used

	2008	2007
	(in thousands of dollars)	
Operating expenditures	$ 1,990,204	$ 1,721,843
Capital expenditures	328,460	292,555
Grants and Contributions	81,956	74,846
Statutory amounts	378,782	374,004
Less:		
Appropriations available for future years	(4,060)	(3,543)
Lapsed appropriations – Operating	(319,529)	(161,995)
Current year appropriation used	**$ 2,455,813**	**$ 2,297,710**

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
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(c) Reconciliation of net cash provided by Government to current year appropriations used

	2008	2007
	(in thousands of dollars)	
Net cash provided by Government	2,144,248	1,565,109
Revenue not available for spending	96,719	124,488
Refunds of prior year expenditures	8,531	7,737
	2,249,498	1,697,334
Change in net position in the Consolidated Revenue Fund:		
Variation in accounts receivables & advances	(206,350)	148,315
Variation in inventory	(7,216)	1,010
Variation in accounts payables & accrued liabilities	56,216	37,681
Variation in prepaid expenses	–	831
Variation in pension liabilities	349,205	380,602
Variation in deferred revenue	6,597	28,225
Variation in liabilities	823	1,840
Other adjustments	7,040	1,872
	206,315	600,376
Current year appropriation used	**$ 2,455,813**	**$ 2,297,710**

4. Expenses

The following table presents details of expenses by category:

	2008	2007
		(in thousands of dollars)
Operating expenses		
Salaries and employee benefits	$ 2,609,985	$ 2,471,754
Professional & special services	326,604	305,489
Travel & relocation	167,412	152,530
Amortization	136,892	125,580
Accommodation	118,695	108,893
Utilities, material & supplies	115,521	105,260
Purchased repair & maintenance	99,639	88,732
Telecommunications	46,926	44,457
Rentals	27,028	26,013
Provision for severance benefits	22,230	14,708
Loss on disposal and write-off	12,779	16,157
Information	5,558	3,958
Other operating expenses	191,452	186,605
	3,880,721	3,650,136
Transfer payments		
Compensatory grants to individuals	78,696	72,261
Transfers to other levels of governments	12,470	11,076
Payments to or on behalf of First Nations	198	178
Other	599	386
	91,963	83,901
Total expenses	**$ 3,972,684**	**$ 3,734,037**

Royal Canadian Mounted Police
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5. Revenues

The following table presents details of revenues by category:

	2008	2007
	(in thousands of dollars)	
Policing services	$ 1,428,039	$ 1,381,340
Firearms registration fees	7,742	6,245
Other revenues	7,564	10,171
Total revenues	**$ 1,443,345**	**$ 1,397,756**

6. Accounts Receivables and Advances

The following table presents details of current receivables and advances by category:

	2008	2007
	(in thousands of dollars)	
Receivables from other departments and agencies	$ 228,326	$ 23,280
Receivables from external parties	332,259	331,168
	560,585	354,448
Less: Allowance for doubtful accounts on external parties	(293)	(293)
Net receivables	**560,292**	**354,155**
Temporary advances	8,062	7,815
Standing advances	2,506	2,540
Total advances	**10,568**	**10,355**
Total accounts receivable and advances	**$ 570,860**	**$ 364,510**

Royal Canadian Mounted Police
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7. Tangible Capital Assets

Cost (in thousands of dollars)

	Opening Balance	Acquisitions and adjustments	Disposals and write-offs	Closing Balance
Land	$ 42,537	$ 1,696	$ 45	$ 44,188
Buildings	763,950	30,773	1,783	792,940
Works & Infrastructure	13,247	23,280	–	36,527
Machinery and Equipment	524,861	20,968	466	545,363
Vehicles	461,272	66,955	41,675	486,552
Leasehold Improvements	12,254	5,915	–	18,169
Assets under Construction	185,029	57,266	3,740	238,555
Total	**$ 2,003,150**	**$ 206,853**	**$ 47,709**	**$ 2,162,294**

Accumulated Amortization
(in thousands of dollars)

	Opening Balance	Amortization and Adjustments	Disposals and write-offs	Closing Balance
Land	–	–	–	–
Buildings	$ 352,842	$ 32,029	$ 1,407	$ 383,464
Works and Infrastructure	1,330	1,574	–	2,904
Machinery and Equipment	309,510	50,108	452	359,166
Vehicles	232,863	51,270	33,025	251,108
Leasehold Improvements	3,087	1,911	–	4,998
Assets under Construction	–	–	–	–
Total	**$ 899,632**	**$ 136,892**	**$ 34,884**	**$ 1,001,640**

Note: Amortization expense for the year ended March 31, 2007 is $125,580 (2006 – $112,199).

Net book value
(in thousands of dollars)

	2008	2007
Land	$ 44,188	$ 42,537
Buildings	409,476	411,108
Works and Infrastructure	33,623	11,917
Machinery and Equipment	186,197	215,351
Vehicles	235,444	228,409
Leasehold Improvements	13,171	9,167
Assets under Construction	238,555	185,029
Total	**$ 1,160,654**	**$ 1,103,518**

8. Accounts Payable and Accrued Liabilities

The following table presents the accounts payable and other accrued liabilities:

	2008	2007
	(in thousands of dollars)	
Payables to other government departments	$ 29,241	$ 21,769
Payables to external parties	272,561	243,984
Accrued salaries and wages	27,893	20,444
Other	34,504	21,786
Total of accounts payables and accrued liabilities	**$ 364,199**	**$ 307,983**

9. RCMP Pension Accounts

The department maintains accounts to record the transactions pertaining to the RCMP Pension Plan, which comprises the RCMP Superannuation Account, the RCMP pension Fund Account, the Retirement Compensation Arrangement Account and the Dependents Pension Fund Account. These accounts record transactions such as contributions, benefit payments, interest credits, refundable taxes and actuarial debit and credit funding adjustments resulting from triennial reviewed and transfers to the Public Sector Investment Board.

The value of the liabilities reported in these financial statements for the RCMP Pension Plan accounts do not reflect the actuarial value of these liabilities determined by the Chief Actuary of the Office of the Superintendent of Financial Institutions nor the investments that are held by the Public Sector Investment Board.

The following table provides details of the RCMP Pension Plan Pension Accounts:

	2008	2007
	(in thousands of dollars)	
RCMP Superannuation Account	$ 11,989,180	$ 11,640,609
RCMP Pension Fund Account	11,187	11,140
Retirement Compensation Arrangement Account *	23,717	22,258
Dependants Pension Fund Account	28,537	29,409
Total	**$ 12,052,621**	**$ 11,703,416**

Note: * The Retirement Compensation Arrangement (RCA) account records transactions for pension benefits that are provided in excess of those permitted under the Income Tax Act. The RCA is registered with Canada Revenue Agency (CRA) and a transfer is made annually between the RCA Account and CRA to either remit a 50-percent refundable tax in respect of the net contributions and interest credits or to be credited a reimbursement based on the net benefit payments. As at March 31, 2008 the total refundable tax transferred (RCMP only) amounts to $23 million ($22 million in 2007).

10. Deferred Revenue

Deferred revenue – contract policing arrangements on tangible capital assets

	2008	**2007**
	(in thousands of dollars)	
Beginning of the year	$ 103,184	$ 75,084
Increase in net book value of contract policing capital assets	6,275	28,100
Revenue recognized	–	–
Deferred revenue – end of year	**109,459**	**103,184**

Donation and bequest

	2008	**2007**
	(in thousands of dollars)	
Beginning of the year	417	444
Contributions received	396	128
Revenue recognized	(74)	(155)
Deferred revenue – end of year	**739**	**417**

Registration fees

	2008	**2007**
	(in thousands of dollars)	
Beginning of the year	152	–
Registration fees received on application request	–	152
Revenue recognized	–	–
Deferred revenue – end of year	152	152
Total deferred revenue	**$ 110,350**	**$ 103,753**

Deferred revenue consists of three categories: deferred revenue for contract policing arrangements on tangible capital assets, deferred revenue for donation and bequest accounts and deferred revenue for registration fees. Deferred revenue for contract policing arrangements on tangible capital assets represents the balance of revenue received at the time of acquisition of tangible capital assets owned by RCMP and dedicated for usage to meet contractual obligations over the life of the asset. The deferred revenue is earned on the same basis as the amortization of the corresponding capital asset. Deferred revenue for donation and bequest accounts represents the balance of contributions received for various purposes. They are recognized as revenue when the funds are expended for the specified purposes. Deferred revenue for registration fees represents the application fee received from clients where the application processing has not reached a sufficient stage to warrant recognizing revenue. They are recognized as revenue when the eligibility checks point of application is processed.

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11. Employee benefits

(a) Pension benefits (Public Service employees): The department's public service employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the department contribute to the cost of the Plan. The 2007-2008 expense amounts to $46 millions ($44 million in 2006-2007), which represents approximately 2.1 (2.2 in 2006-2007) times the contributions by employees. The department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Pension benefits (RCMP members): The department's regular and civilian members participate in the RCMP Pension Plan, which is sponsored by the Government of Canada and is administered by the RCMP. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the members and the department contribute to the cost of the Plan. The 2007-2008 expense amounts to $224 million ($213 million in 2006-2007), which represents approximately 2.4 times the contributions by members (2.5 in 2006-2007). The RCMP is responsible for the administration of the Plan including determining eligibility for benefits, calculating and paying benefits, developing legislation and related policies, and providing information to Plan members. The actuarial liability and actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(c) Severance benefits: The department provides severance benefits to its employees and RCMP members based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

	2008	2007
	(in thousands of dollars)	
Accrued benefit obligation, beginning of year	$ 439,453	$ 424,744
Expense for the year	55,679	46,952
Benefits paid during the year	(33,449)	(32,243)
Accrued benefit obligation, end of year	**$ 461,683**	**$ 439,453**

12. Other Liabilities

	2008	2007
	(in thousands of dollars)	
Benefit Trust Fund	$ 2,401	$ 2,312
Contractor Securities	406	–
Environmental Liabilities	4,276	3,752
Other	2,159	2,355
Total	**$ 9,242**	**$ 8,419**

Benefit Trust Fund: This account was established by section 23 of the *Royal Canadian Mounted Police Act*, to record moneys received by personnel of the Royal Canadian Mounted Police, in connection with the performance of duties, over and above their pay and allowances.Receipts of $178,240 ($219,719 in 2007) were received in the year and payments of $88,880 ($136,650 in 2007) were issued.The fund is use for (i) the benefit of members, former members and their dependants; (ii) as a reward, grant or compensation to any person who assists the RCMP in the performance of its duties in any case where the Minister is of the opinion that such person is deserving of recognition for the services rendered; (iii) as a reward to any person appointed or employed under the authority of the *RCMP Act* for good conduct or meritorious service, and (iv) for such other purposes that would benefit the RCMP as the Minister may direct.

13. Contingent Liabilities

(a) Contaminated sites

Liabilities are accrued to record the estimated costs related to the management and remediation of contaminated sites where the department is obligated or likely to be obligated to incur such costs. The department has identified approximately 21 sites (17 sites in 2007) where such action is possible and for which a liability of $4,275,715 ($3,752,007 in 2007) has been recorded. The department's ongoing efforts to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. These liabilities will be accrued by the department in the year in which they become known.

(b) Claims and litigation

Claims have been made against the department in the normal course of operations. Legal proceedings for claims totaling approximately $74 millions ($84 millions in 2007) were still pending at March 31, 2008. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements.

(c) Pension litigation

The Public Sector Pension Investment Board Act, which received Royal Assent in September 1999, amended the RCMPSA to enable the Federal government to deal with excess amounts in the RCMP Superannuation Account and the RCMP Pension Fund. The legal validity of these provisions has been challenged in the courts. On November 20, 2007, the court has rendered its decision and has dismissed all the claims of the plaintiffs. The plaintiffs are currently appealing this decision to the Ontario Court of Appeal.

14. Contractual Obligations

The nature of the RCMP's activities can result in some large multi-year contracts and obligation whereby the RCMP will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

	2009	**2010**	**2011**	**2012**	**2013 & thereafter**	**Total**
		(in thousands of dollars)				
Services agreement	$ 64,000	$ 41,000	$ 9,000	–	–	$ 114,000
Total	**$ 64,000**	**$ 41,000**	**$ 9,000**	**–**	**–**	**$ 114,000**

15. Related Party Transactions

The RCMP is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The RCMP enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year the RCMP received without charge from other departments, accommodation, the employer's contribution to the health and dental insurance plans, worker's compensation and legal services. These services without charge have been recognized in the department's Statement of Operations as follows:

Services received without charge from other government departments

	2008	**2007**
	(in thousands of dollars)	
Accommodation provided by Public Works and Government Services	$ 64,210	$ 60,579
Contributions covering employer's share of employees' insurance premiums and expenditures by Treasury Board Secretariat	147,525	158,070
Workers' compensation cost provided by Human Resources Canada	378	381
Legal services provided by Department of Justice	2,902	2,425
Total	**$ 215,015**	**$ 221,455**

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included as an expense in the department's Statement of Operations.

16. Comparative information

Comparative figures have been reclassified to conform to the current year's presentation.

Table 3: Sources of Respendable and Non-Respendable Revenue

For supplementary information on the department's sources of respendable and non-respendable revenue please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 4: User Fees/External Fees

For Template 4-A:

For supplementary information on the department's User Fees, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

For Template 4-B:

For supplementary information on the department's Service Standards for External Fees, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 5: Details on Project Spending

Supplementary information on Project Spending can be found at: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 6: Status Report on Major Crown Projects

Supplementary information on Major Crown Projects can be found at: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 7: Details on Transfer Payment Programs (TPPs)

Further information on these projects can be found at: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 8: Horizontal Initiatives

Supplementary information on horizontal initiatives can be found at: http://publiservice.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp.

Table 9: Sustainable Development Strategy

For supplementary information on the department's Sustainable Development Strategy, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 10: Response to Parliamentary Committees and External Audits

For supplementary information on the department's response to Parliamentary Committees and External Audits please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 11: Internal Audits and Evaluations

For supplementary information on the department's Internal Audits and Evaluations, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 12: Travel Policies

For supplementary information on the department's travel policies, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

SECTION IV – OTHER ITEMS OF INTEREST

Corporate Areas

Corporate Management And Comptrollership (CM&C)

As the RCMP's functional authority for finance, assets and procurements, CM&C provides a framework of policies, procedures, systems and services to help ensure accountability for financial and asset resources entrusted to managers across the RCMP.

In 2007-2008, there was a continued emphasis across the RCMP on ethics, values and on transparency, openness, accountability and sound stewardship of resources.

Expenditure Control Framework

The management reallocation model was developed, in consultation with the Senior Executive Committee (SEC) Finance Sub-committee, to provide the RCMP with a strategy based reallocation program, rather than reliance on carry-forward funds to address internal pressures. In addition, the process for Treasury Board of Canada (TBS) submissions was further strengthened and work was also carried out to reinforce robust account verification through the development of a standardized account verification process, escalation procedures for non-compliance cases and identification of systems requirements in support of account verification. Further work in this area will continue in 2008-2009.

Live within the Rules

Within the Contract Quality Assurance Program, 45 pre-contract reviews and 350 post-contract reviews were conducted. Reviews of regional procurement units, including Contract Quality Assurance functions, were carried out in the Pacific, Northwest, Atlantic and Central Regions. The terms of reference of the Contract Review Committee were refined and membership expanded to include regional and operational representation. Further development of the Asset Quality Management Framework and associated policy were undertaken and a review of financial and contract management activities for identified Chief Information Officer units was also carried out.

Major Crown Projects

We continue to provide leadership in the management and progressive implementation of major crown projects across the Force in full collaboration with Public Works and Government Services Canada (PWGSC). Significant progress in 2007-2008 included:

- National Headquarters relocation to 3000 Merivale Road (Ottawa, ON) – phased relocation of 3,500 employees to a large, modern facility ongoing with a projected completion date of April 2011

Major Crown Projects include:

- "H" Division HQ (Dartmouth, NS) – ongoing with a projected completion date of first quarter 2012
- "E" Division Regional HQ (Surrey, BC) – ongoing with a projected completion date beyond 2012-2013
- Pacific Regional Training Centre (Chilliwack, BC) – program development underway
- Connaught Range (Ottawa, ON) – ongoing with projected completion date of 2009-2010
- Ongoing projects at the Canadian Police College (Ottawa, ON)
- Completed projects include:
  - The Innisfail Kennels (Innisfail, AB)
  - Pakenham Breeding Farm (Pakenham, ON)

Completed capital construction and upgrades to "Depot" Division's training facilities during 2007-2008 included:

- Construction of a new indoor shooting range and upgrades to the existing range
- Expansion of the fitness gym
- Installation of temporary dorms to house the increased number of cadets in training
- Installation of driving and shooting training simulators

For 2008-2009, planned projects at "Depot" Division include:

- Continued construction of the new dining hall
- Improvements to water, electrical and drainage systems
- Lifecycle upgrades to the drill hall and refit of the former
- Museum into additional classroom and training space

Program Activity Architecture

The RCMP's Program Activity Architecture was streamlined through the elimination of certain lower level elements and the remapping of others to more appropriate higher level activities. In addition, in collaboration with the Strategic Policy and Planning Directorate (SPPD), work has begun to redefine the RCMP's strategic outcomes and to describe a structure that better reflects the program outcomes of the organization for use in describing and collecting performance information, effective fiscal year 2010-2011.

Corporate Systems Integration

The Corporate Systems Integration (CSI) Project successfully completed Phase I during 2007-2008. The four areas of work underway to integrate resource management and support police service delivery are:

- PeopleSoft migration from Version 8.0 to 8.9 – planning and high level requirements fit analyses have been completed.
- Human Resources business processes are being re-examined and re-engineered where applicable in conjunction with the Human Resource Business Transformation team.
- A Total Expenditure Asset Management (TEAM) prototype is being developed to demonstrate enhanced functionality to address operational support for the RCMP and improve costing and processing ability.
- Bridging/interfacing requirements for systems are being examined to link financial, asset and human resources information to the greatest extent possible, looking towards reducing and/or eliminating duplication of effort.

Contaminated Sites

A national plan to address contaminated sites was initiated in 2007-2008 and will be completed by 2010-2011. In 2007-2008, the RCMP received $5M in Federal Contaminated Sites funding. To date, more than 350 site assessments were completed along with complex remediation work at nine sites.

Internal Audit, Evaluation and National Review Services (NRS)

A key element of the governance structure of the RCMP includes the provision of strategic, high quality and professional internal audit; program evaluation; national review services; the development/implementation of policies, standards, tools and procedures; and annual and long-term risk-based audit/evaluation plans serve to support government-wide and Force priorities.

Progress made

Internal Audit

Internal Audit continued to provide assurance services on risk management, control and governance processes, consistent with the International Standards for the Practice of Internal Audit and Treasury Board Policy.

Our ability to deliver on our risk-based plan is contingent on the availability of sufficient numbers of qualified, experienced internal audit staff. We have experienced numerous challenges in this area as we compete with other government departments for a dwindling pool of candidates.

A new Treasury Board Policy on Internal Audit came into effect on April 1, 2006. The implementation of this new policy is a multi-year initiative requiring additional resources, a carefully planned transition and monitoring of results. In 2007-2008, the following elements of the policy have been addressed:

- The establishment of an independent audit committee with members drawn from outside the federal government. In January 2008, the RCMP Audit and Evaluation Committee approved plans to implement an independent audit committee comprised of external members as per Treasury Board Policy. We are currently working to complete our needs assessment that will then lead to the validation of the required competencies for committee members.

- An increased role for the audit committee. The audit committee is now more actively monitoring managements' actions plans in response to audit recommendations. The Committee accepts and implements the RCMP's holistic view on risk management, internal controls and governance that is required as per the new Internal Audit Policy from TBS.
- The provision of an annual holistic opinion on the adequacy and effectiveness of risk management, control and governance processes. For 2008-2009, the first opinion will be limited to the RCMP's effectiveness at implementing risk management in accordance with the integrated risk management framework published by TBS.
- The inclusion of audits in departmental internal audit plans identified by the Comptroller General as part of government-wide or sectoral coverage. Included in the risk-based audit plan update in June 2008 is the horizontal audit by the Office of the Comptroller General on Contracting Information Systems and Monitoring. Yet to be determined are the scope, objectives and required internal audit resources.

Evaluation

In June 2007, an updated Risk-Based Evaluation Plan, for the period April 2007 – March 2009, was approved by the RCMP Audit and Evaluation Committee and focused on those evaluations required to fulfill TBS funding decisions.

Throughout 2007-2008, the Evaluation Directorate has focused on increasing internal evaluation capacity and implementing the Evaluation Plan. As of March 31, 2008, 39% of the evaluation projects included in the Risk-Based Evaluation Plan were on budget and on plan. A shortage of experienced evaluators has had a negative impact on meeting the plan's expectations.

With a new Treasury Board Policy of Evaluation expected to come into effect in 2008-2009, the volume of evaluation services to be provided to the RCMP by the Directorate is anticipated to increase significantly over the next three years. To address this pressure, during 2007-2008 the Evaluation Directorate continued to increase staffing levels and has reached a current complement of eight evaluation personnel. Additionally, the Evaluation Directorate applied internally to the RCMP Senior Executive Committee (SEC) Finance Sub-Committee for a 2008-2009 funding allocation to meet increased demand. Re-allocation approval for $450,000 has been received for fiscal year 2008-2009, which will be used to further supplement staffing levels.

In 2007-2008, the Evaluation Directorate initiated and completed evaluations on the Balanced Scorecard and Forensic Imaging Services. Numerous other evaluations began in 2006-2007, are currently in the final stage of completion and should be ready for submission to the RCMP Audit and Evaluation Committee on June 12, 2008 including: the Integrated National Security Enforcement Teams (INSET): Source Development Units (SDU), the Full Potential Program; and Shiprider II. Several other evaluations began in 2007-2008 and are ongoing in 2008-2009 including the Canadian Firearms Program, the RCMP Reserve Program and the Critical Infrastructure Protection Program.

The Evaluation Directorate will continue to provide independent and objective evaluation services to the RCMP that are consistent with TB's Standards on Evaluation.

National Review Services (NRS)

National Review Services (formerly known as Management Review and Quality Assurance) is working to ensure that accountability and professionalism exists at all levels of the RCMP. To accomplish this goal, NRS serves as a policy centre and is responsible for two RCMP quality assurance programs: Management Review (MR) and Unit Level Quality Assurance (ULQA).

Integrated Risk Management (IRM) has been included and is functioning in the ULQA portion of the Annual Performance Plan System (APPS). IRM is included on the Management Review (MR) course. Additionally, IRM will be integrated into the MR report tracking system.

ULQA, as part of the APPS, is now in its second year and has improved functionality and reliability and is providing additional data for trend analysis. Unit managers, nationally, are able to use this system for all phases of ULQA.

NRS involvement is ongoing at National Headquarters (NHQ) in relation to ULQA and MR implementation.

Strategic Policy and Planning Directorate (SPPD)

Strategic Policy

The Strategic Policy Unit is responsible for a range of activities including:

- *Coordinating and stewarding Cabinet documents and processes for the organization* – The Unit provides support to policy centres in the drafting of Cabinet documents including: providing feedback on drafts; communicating and interacting with Central Agencies; facilitating meetings at both the interdepartmental and Central Agency level; and, ensuring that all relevant internal (e.g., Legal, Human Resources) and external partners are engaged in all steps of the policy development process. The Unit, which acts as the primary point of contact for Public Safety Canada and all other Government Departments as it pertains to Cabinet business, also coordinates RCMP input to Cabinet documents prepared by our Portfolio partners or other government Departments and Agencies, as well as ensures representation at key meetings. Additionally, the unit is responsible for facilitating meetings of Senior Management for the purposes of identifying RCMP priorities for Cabinet business and preparing weekly updates on the status of relevant Cabinet and Parliamentary business.
- *Providing policy advice and support on a range of issues impacting the organization* – This past year, the Unit was tasked with providing support to the Senior Executive in its interactions with the *Task Force on Governance and Cultural Change in the RCMP*. This support involved the research and analysis of issues relating to governance, oversight mechanisms and machinery of government. The Unit is also providing direct support to the RCMP's Change Management Team (CMT) as it coordinates the implementation of the RCMP's Transformation Agenda.

Strategic Planning and Performance Management

The RCMP continues to consider strategic planning as essential. As such, we continue to work within a structured planning cycle. Our planning cycle continues to have three significant periods. The first review in late Spring re-affirmed our five current national strategic priorities, ensuring the organization continued to focus on them. The second review provides the organization an opportunity to gauge progress and make adjustments as required. The third review in late winter allows the organization to ensure both operational and strategic directions are appropriate.

Performance Management System

In the Fall of 2006, the RCMP implemented Annual Performance Plans (APP, formerly known as Detachment/Unit Performance Plans (DPP/UPP)) across the organization, at the detachment and operational unit level, to ensure consistent application of performance management principles throughout the organization. Over the last year, 1,192 plans were created to address issues that were considered a priority to the communities we police and to our detachments and units across the country. During 2007-2008, the Performance Management Unit of SPPD focused efforts on training and improving the APP electronic application. During the past year, the focus has been on training middle managers and senior managers at the divisional level, in addition to the ongoing support provided to users in the divisions. The functional improvements of the application resulted in a higher level of satisfaction among users in the field and improved data input. It has contributed to an increased ability to assess key risks impacting detachments and units across the Force, which will increase our capacity in the business planning process.

In 2008-2009, we will continue to enhance our training and the development of the electronic application in the area of performance management. We will work toward integrating the Annual Performance Plan process into the Management Development Program to ensure long-term sustainability and understanding of the process for new managers.

Integrated Risk Management

Integrated Risk Management continues to be in the forefront of the RCMP's Performance Management philosophy. The RCMP now utilizes integrated risk assessment principles when conducting unit level quality assurance processes as part of the Annual Performance Plan methodology.

The RCMP implemented the Risk Register application in July 2007. It is intended to assist managers in understanding, documenting and monitoring the most critical risks impacting their area of responsibility and the objectives they set out to achieve. The Risk Register brings consistency to the consideration of corporate risk and will help the organization better collect, analyze and apply risk related information.

Business Planning

In 2007-2008, the planning unit drafted policy for business planning and performance management in the RCMP. To complement the policy, the unit produced a Planning and Performance Management Guide which has been published on the internal website. The guide offers planning units across the organization a tool to enable standardization of the planning function.

Core Surveys

Core Surveys of Canadians, clients, partners and stakeholders were conducted in February 2008 supplying the survey metrics used by managers to assess progress against their objectives. The results were also used to determine areas that may require improvement and were made available on both the external and internal websites. For more information on Surveys visit:

www.rcmp-grc.gc.ca/surveys/index-main_e.htm

Integrated Operations Support

Following the recommendations made in the report on the *Task Force on Governance and Cultural Change in the RCMP*, the SPPD commissioned the Institute On Governance (IOG) to "provide strategic advice to the Commissioner and the Senior Executive Committee (SEC)" regarding governance. The subsequent report focused on the roles and responsibilities of SEC and its secretariat. Recommendations were made to increase the effectiveness of SEC by including the Integrated Operations Support (IOS) unit in the future role of the SEC Secretariat. It is expected that this amalgamation will streamline the business process and increase effectiveness of the secretariat. IOS has engaged in discussions with Executive Services and Ministerial Liaison (ES&ML) to amalgamate.

Public Security and Anti-Terrorism

The Public Security and Anti Terrorism initiative is now referred to as the Public Security Initiatives as a result of a decision by TBS in 2007-2008.

During 2007-2008, the RCMP received approximately $151M in Public Security funding that is managed by a Public Security National Coordinator. Twenty-two RCMP initiatives are funded either solely or partly through this source of funding. A reallocation process was held for the in-year transfer of identified surplus funding to initiatives encountering pressures, namely the INSET initiative. The reallocation process enabled the RCMP to ensure a minimal lapse of this fenced funding for this reporting cycle. The mandated Public Security Annual Report was completed and submitted to TBS on time.

The results of a survey of Public Security program managers supported a need to align the quarterly Public Security reporting requirements with the current APP process. A business case to link Public Security reporting to the current web-based reporting system of the APP was approved in 2007-2008. A record of decision was obtained in early April 2008, recommending the functionality be added to the Performance Management Toolkit during the upgrade scheduled for 2008-2009.

Information Management/ Information Technology (IM/IT)

The IT Program is a critical enabler of the RCMP's integrated policing approach. Many of the IM/IT networks and systems provided and maintained by the Chief Information Officer (CIO) Sector are used by the broader Canadian law enforcement community:

- The Major Events Services Project (MESP) addresses the operational requirement for event management support. It includes:
  - The Event Management Planning Tool (EMS). EMS is currently being used for the 2010 Olympics' planning component.
  - The Security Accreditation Management System (SAMS). SAMS is was successfully implemented for the accreditation of the World Cup Skiing Event at Whistler, BC in February 2008.
  - An interface to the Human Resources Management Information System (HRMIS).
  - Enhancements to the Total Expenditure Asset Management (TEAM).
- The RCMP is part of a TBS pilot project on investment planning. If successful, this initiative could translate into increased authorities for the RCMP and, more importantly, increased responsiveness to operational needs.

The Human Resources Sector

In December 2007, the *Task Force on Governance and Cultural Change in the RCMP,* completed its review and prepared a number of recommendations that have substantial Human Resources (HR) implications. A Change Management Team (CMT) has since been established to lead and coordinate the RCMP's response to the recommendations. In the interim, the HR Sector will continue to play a prominent role in addressing identified concerns in the areas of leadership development, workload levels, staffing and promotions processes, employee performance management and the discipline system. In 2007-2008, it was able to achieve progress in several key areas, despite the challenging and ambiguous environment.

Recruiting Strategy

The demand for trained RCMP members is a product of legislative, contractual, program and policy obligations through which the Force meets its commitment to Canadians for Safe Homes and Safe Communities. Significant progress has been made in support of the efforts of the Regional Recruiting Offices' ability to attract more applicants from more diverse cultural groups and to improve timeliness and responsiveness of the selection process. While results from investments and proactive recruiting efforts in previous years are evident today, they will only be fully realized over the next two to four years. Significant achievements included:

- There has been an increase in interest about the RCMP as a result of the national coordination of consistent marketing products including radio, transit and on-line advertisements, unprecedented proactive recruiting efforts and appropriate financial investments. This is evidenced by record attendance at career presentations and 1.3 million hits on the recruiting website. The Privy Council Office also recognized the need for a comprehensive advertising campaign to support our recruiting efforts and sponsored a proposal for an additional $850,000 to expand our Internet, radio and transit advertising. The RCMP's recruitment campaign received a level of recognition from the communications industry when it was presented with an international platinum MarCom award from the Association of Marketing and Communications Professionals.
- The RCMP National Recruitment Program (NRP) and its supporting partners have taken steps to enhance the application process, including the introduction of an "Applicant Focused Block Processing Model", the development of an online "e-recruiting tool" and the establishment of a dedicated Civilian Member recruiting unit. Block processing was designed to evaluate applicants more expeditiously through "clustering" of several phases of the recruiting process, while maintaining the high recruitment standards of the RCMP.
- In support of the organization-wide recruiting objective, the Recruiting Priority Steering Committee was created and subsequently approved a comprehensive strategy map "to recruit a qualified and diverse RCMP workforce in sufficient numbers to enable operational readiness".

Succession Planning

The HR Sector recognizes the importance of continually improving its leadership development programs and its succession planning processes in order to ensure continuous and effective leadership in the face of high numbers of new members and increased retirement levels. While some progress has been achieved, significant improvements will still be required. Effective succession planning is dependent on a number of other factors, including integrated information systems and processes to collect and share the right information, as well as workforce planning processes that require all line managers to identify their future workforce needs. Existing weaknesses in these areas are being addressed. Within this context, some concrete improvements were made in 2007-2008:

- Reinstated the use of a form that allows current and prospective officers/executive to identify their career interests on the Human Resources Management Information System (HRMIS). This will increase the organization's ability to identify potential leadership candidates, to map their career interests with organizational needs and to develop succession planning strategies.
- Implemented a process to ensure that all officers qualified for the Senior Executive Development Program receive priority consideration for mandatory training programs including Official Languages training and Public Policy Development.

- Conducted research into the feasibility of an interactive software program that would bundle organizational information available in HRMIS in order to assist with succession planning.

Support and Engagement of RCMP Employees

The HR Sector has recognized the importance of workforce engagement and its link to productivity and has taken a number of steps to develop a deeper understanding of the value of investing in wellness. Some specific achievements for 2007-2008 in the areas of employee wellness and engagement include:

- Made employee engagement an HR Critical Objective on the RCMP Balanced Scorecard for 2008-2009. As a result, each of the Divisions became accountable for developing their own supporting initiatives aimed at improving problem areas identified in the 2007 RCMP employee survey.

- Began statistical work to develop an engagement index, in partnership with the Canada Public Service Agency and the Treasury Board Secretariat.

- Analyzed trends of employee survey results over time to contribute to the report prepared by Linda Duxbury (The RCMP: Yesterday, Today and Tomorrow: An Independent Report concerning Workplace Issues at the Royal Canadian Mounted Police) and the *Task Force on Governance and Cultural Change in the RCMP*.

- Advanced a number of other occupational health initiatives including: contribution to a global pandemic plan; development of a personal protective standard; creation of safety protocols for the self-administration of medical counter-measures for Chemical Biological Radiological and Nuclear (CBRN) teams; and development of standards for the use of hearing aids.

- Significantly advanced the use of "generic" work descriptions to streamline and improve standardization. Forty-two new national generic work descriptions were developed and implemented

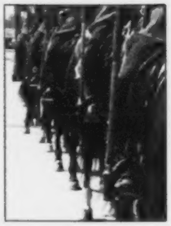
Occupational Health and Safety

A key component of the Human Resources Sector is ensuring a healthy workforce and that Regular Members and Special Constables are "fit for duty". Occupational Health and Safety has advanced a number of initiatives that will have a direct impact on the workforce including:

- Contributed to a global pandemic plan, development of a personal protective standard, creation of treatment protocols for the self administration of medical counter measures by CBRN teams and the development of leading edge standards and protocols for hearing impaired personnel who are returning to operational duties.

- Contributed to improving the Regular Member recruiting application process by decentralizing the scoring and reviewing of the psychological test (MMPI-2). It also initiated a review of the medical component to identify areas that can be improved and streamlined.

- Revised the Health Care Entitlements and Benefits policy in order to implement a new Occupational Health Care Model. This model provides for three levels of care (basic, supplemental and occupational) and ensures a more systematic approach and greater accountability for health care decisions.



SPECIAL CHAPTER – CANADA FIREARMS CENTRE

Overview

The Canada Firearms Centre (CAFC) is an operational service line within the National Police Services (NPS) of the RCMP. Under the RCMP, the CAFC has placed additional emphasis on providing direct support to all Canadian law enforcement agencies and international organizations by furnishing information and expertise relevant to firearms registration and licensing of individuals and businesses. As Canada's national police Force, the RCMP will continue to uphold the *Firearms Act* and Part III of the *Criminal Code*.

The 2007-2008 reporting period continued to be a time of change and adaptation for the CAFC. Since being transferred to the RCMP in 2006, the CAFC underwent a significant number of organizational and operational changes. Although these changes positioned the program to benefit from synergies, they also presented challenges throughout the year.

In addition to the challenges related to the transition of the CAFC to the RCMP, the CAFC also relocated its headquarters staff. Throughout these changes, the CAFC continued to provide quality service, with minimal disruption to clients. The CAFC has completed 76 of its original 84 initiatives identified in its Transition Plan and is on target for the remaining eight.

For more information on the Canada Firearms Centre, visit: www.cfc-cafc.gc.ca/default_e.asp

Organizational Structure

During 2007-2008, the Director General of the CAFC reported to the Deputy Commissioner, National Police Services. CAFC Headquarters and the Canadian Firearms Registry are located in the National Capital Region. Regionally, Chief Firearms Officers' (CFOs) operations are located within each province, with five administered by federally appointed CFOs and five administered by provincially appointed CFOs.

Financial Resources

Planned Spending (*in millions*)	Total Authorities	Actual Spending
$70.4	$74.7	$62.3*

Human Resources (FTEs)

Planned	Actual	Difference
318	284	34

Note: *Does not include $0.7M for *"Refunds of amounts credited to revenues in previous years"* shown in the 2006-2007 Public Accounts for CAFC as an adjustment to the Main Estimates authority of $74.7M and to total expenditures.

Results and Performance Framework

Strategic Goal

The risks to public safety from firearms in Canada and international communities are minimized.

Expected Results and Indicators

Expected Results	Performance Indicators
Reduced access to firearms for those who pose a threat to public safety	Licence revocations and refusals (for individuals and businesses) and associated reasons
Useful information made available for policing and law enforcement purposes	Queries to Canadian Firearms Registry On-line; affidavits produced
Safe use and storage of firearms	Participants in safety courses
Increased understanding and knowledge of program requirements by clients, community and Canadians	Renewal rate for licences; new clients; individual to individual firearms transfers

Activities and Outputs

Registration, Licensing and Supporting Infrastructure: Administering efficient and effective registration, licensing and other non-registration activities		Policy, Regulatory, Communication and Portfolio Integration: An effective legislative, regulatory and policy framework in support of the Firearms Program	
Activities	**Outputs**	**Activities**	**Outputs**
The Act is administered	• Licences granted • Registrations and transfers completed • Business licences issued • Continuous eligibility monitoring	Program compliance is supported by effective public awareness activities	• Relevant outreach activities and communications materials
Efficient, client centered services and streamlined processes are in place	• Improvements in client service for licensing, registration and telephone enquiries	Policies and programs are improved through more effective and informed policy development processes	• Stakeholder perspectives are considered in policy/ regulatory developments and implementation
Border control of firearms is supported by effective monitoring mechanisms	• Non-resident declarations	Firearms Program forms an integral part of the national approach to secure Safe Homes and Safe Communities	• Greater support role for police and law enforcement organizations to effectively coordinate gun control activities with other gun control measures

For the purposes of this reporting exercise and for compliance with the PAA, the CAFC's strategic goal – *The risks to public safety from firearms in Canadian communities and internationally are minimized* – should be considered as its strategic outcome. The CAFC's program activities are:

- *Registration, Licensing and Supporting Infrastructure:* Administering efficient and effective registration, licensing and other non-registration activities
- *Policy, Regulatory, Communication and Portfolio Integration:* An effective legislative, regulatory and policy framework in support of the Firearms Program

The expected results are listed at the organizational level instead of the program activity level, but will be reported on at the program activity level. Activities listed under each program activity should be considered to be the sub-activities.

Progress made

Recommendations of the Auditor General

Action has been taken and, where applicable, initiatives put in place for each of the 12 recommendations made in the office of the Auditor General of Canada's May 2006 report. Four of these recommendations have now been completed and the CAFC is tracking the progress of the outstanding items on a quarterly basis.

For more information, visit: www.oag-bvg.gc.ca/internet/English/parl_oag_200605_04_e_14961.html

Optimized the Public Safety Benefits

The CAFC contributed to public safety by administering the licensing of firearm users and owners and the registration of firearms. Public safety was optimized by requiring the completion of safety training for all new applicants for a firearms licence and by refusing and revoking licences to individuals who were considered a threat to public safety.

Continued Support for Legal Compliance

The CAFC promoted compliance with the law by providing useful information for policing and law enforcement purposes, by encouraging the renewal of firearm licences and by providing information about the requirements of the *Firearms Act* to public agencies, firearm owners and users and the general public.

Engaged the Public, Partners and Other Communities

In 2007-2008, the Director General of the CAFC led a strategic engagement initiative, personally delivering presentations to government and police officials. The CAFC also monitored its partners' perceptions through the RCMP's core survey. Finally, the CAFC administered an outreach program to Aboriginal communities.

Improved Service Delivery and Client Service

The CAFC conducted an efficiency review in 2007-2008 to address client service issues, such as registration backlog. Performance information for licensing and registration applications can be found in the "User Fees" table. For further information on the above-mentioned programs please visit:

www.tbs-sct.gc.ca/est-pre/estime.asp

Increased Effectiveness of Internal Operations

The CAFC's integration with the RCMP provided opportunities for cost savings in the medium to long term through the integration of corporate activities such as Finance, Human Resources, Communications and Information Technology systems. Most of the possible efficiency gains for the program have already been realized during the integration of the CAFC within the RCMP. The CAFC budget has been reduced by $13 million since 2006.

Reporting to Parliament and the Public/Management Accountability Framework

The CAFC's reporting was fully integrated within the RCMP's parliamentary reports such as Departmental Performance Reports, Reports on Plans and Priorities and Main Estimates.

Registration, Licensing and Supporting Infrastructure: Administering efficient and effective registration, licensing and other non-registration activities

Financial Resources

Planned Spending (*in millions*)	Total Authorities	Actual Spending
$66.5	$70.3	$49.9*

Human Resources (FTEs)

Planned	Actual	Difference
297.4	227	70.4

Note: * Does not include $0.7M for *"Refunds of amounts credited to revenues in previous years"* shown in the 2006-2007 Public Accounts for CAFC as an adjustment to the Main Estimates authority of $74.7M and to total expenditures.

Licensing

In order to possess and/or acquire firearms and ammunition in Canada, individuals older than 18 years of age must possess a valid Possession and Acquisition Licence (PAL). There are two other licences available to individuals within Canada:

- *Possession Only Licence (POL):* this type of licence was introduced to recognize long term ownership of firearms. A POL does not allow the acquisition of additional firearms but allows possession of firearms owned prior to December 1, 1998.
- *Minor's Licence:* this licence is available to persons under 18 years old who wish to borrow non-restricted firearms for specific activities, such as target practice or hunting. Licenced minors cannot acquire firearms.

As of March 31, 2008, there were 1,863,356 valid individual firearm licences.

Chart 1: Valid Licences as of March 31, 2008

Province/Territory	POL	PAL	Minor	Total
Alberta	98,579	111,966	779	211,324
British Columbia	111,179	99,855	187	211,221
Manitoba	43,104	39,404	214	82,722
New Brunswick	57,519	21,975	97	79,591
Newfoundland and Labrador	36,083	34,222	148	70,453
Nova Scotia	56,272	23,427	1,091	80,790
Northwest Territories	1,303	3,856	31	5,190
Nunavut	161	2,536	1	2,698
Ontario	264,239	250,413	4,010	518,662
Prince Edward Island	4,933	2,285	2	7,220
Quebec	238,471	255,543	37	494,051
Saskatchewan	49,007	44,593	114	93,714
Yukon	1,852	3,817	51	5,720
Total	**962,702**	**893,892**	**6,762**	**1,863,356**

Data source: CFIS

Chart 2: Number of Firearms Licences Issued in 2007-2008

Licence Type	Total Issued in 2007-2008
Possession and Acquisition Licence	247,231
Possession Licence	139,609
Minor's Licence	3,348
Total licences issued to individuals	390,188
Total licences issued to businesses	402
Total licences issued in 2007-2008	**390,590**

Data source: CFIS

In 2007-2008, the CAFC issued 390,188 firearms licences to individuals and 402 licences to businesses, as summarized in Chart 2, for a total of 390,590 licences.

Business Licences and Inspections

All businesses and organizations that produce, sell, possess, handle, display or store firearms or ammunition require a valid Firearms Business Licence. All employees of these businesses who are required to handle firearms on the job must have a valid firearms licence. All firearms in a business inventory must be authenticated by an approved verifier and be registered. Businesses must submit to periodic inspections by a Firearms Officer to confirm that they are storing firearms and conducting business in a safe and lawful manner.

The *Firearms Act* and regulations set out the safety standards for shooting clubs and ranges, ensuring the safety of patrons and the general public. These clubs and ranges are subject to inspections by Firearms Officers.

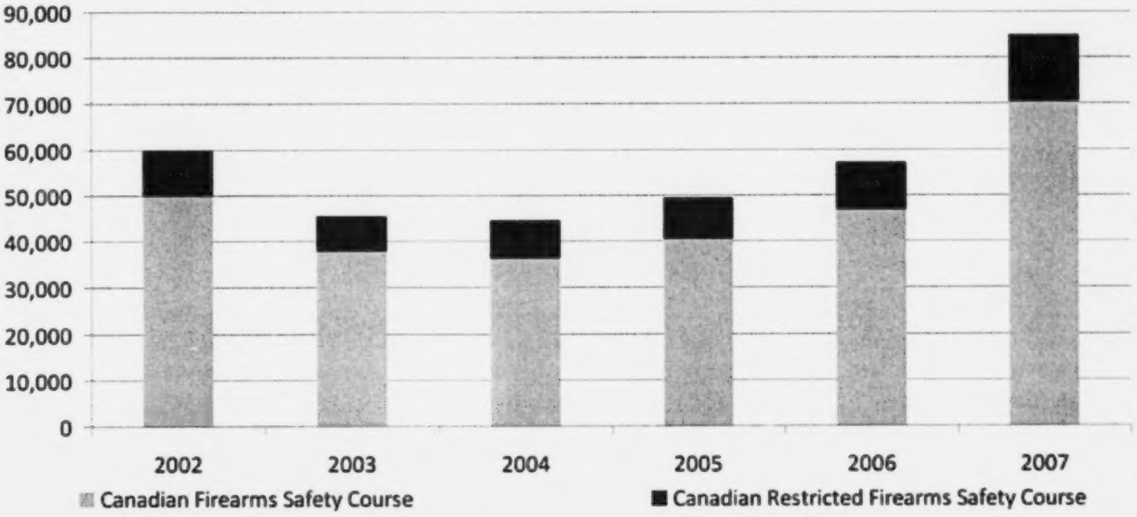
Expected Result: Safe Use and Storage of Firearms

Firearm Safety training ensures that firearm users and firearm owners learn to use, handle and store firearms in a safe manner. Since all licence holders are required to have successfully completed a firearm safety course, the CAFC considers that the expected result of safe use and storage of firearms is met.

Safety Training

Firearm education is a fundamental element of the CAFC which ensures that a firearm user received basic firearm safety training. To obtain a firearms licence, an applicant must have satisfied the requirements of the Canadian Firearms Safety Course (CFSC) or have been alternatively certified. The course ensures that all those who use a firearm are fully aware of their responsibility for the safe handling, transport and storage of firearms. During 2007-2008, 84,918 individuals took either the CFSC (70,293) or the Canadian Restricted Firearms Safety Course (CRFSC) (14,625). Note: the CFSC is a prerequisite for the CRFSC. Chart 3 summarizes the number of persons who completed the courses over the past six years.

Chart 3: Number of Individuals Who Have Completed Safety Training



Note: The data is based on a calendar year and the graph does not include Quebec except for 2007.

Expected Result: Increased Understanding and Knowledge of Program Requirements by Clients, Community and Canadians

Compliance with the *Firearms Act* means that those in possession of firearms must have valid firearms licences and registration certificates, which supports frontline law enforcement and firearms safety efforts. The CAFC considers that the expected result of increased understanding and knowledge of program requirements by clients, community and Canadians has been mostly met.

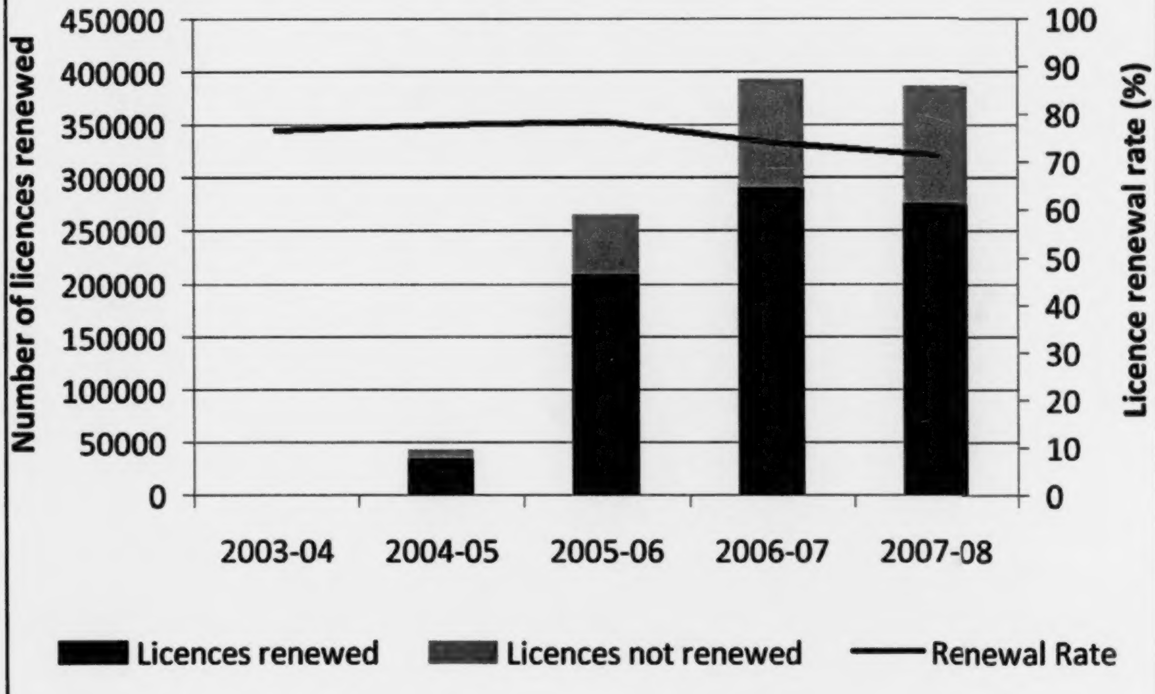
Individual Licence Renewal

A firearms licence for an individual is valid for five years, at which point the individual must apply to renew in order to retain one's firearms. The CAFC has taken steps to streamline the renewal process. To promote compliance, a pre-populated renewal application is mailed to the client for completion 90 days prior to expiry. In 2007-2008, a total of 386,270 licences for individuals (POL and PAL) required renewal. The renewal rate averaged 71% in 2007-2008. Reasons for non-renewal included: no longer in possession, death, undeliverable renewal notice and non-compliance.

Expected Result: Reduced Access to Firearms for Those Who Pose a Threat to Public Safety

The CAFC reduces access to firearms for those who pose a threat to public safety by revoking and refusing licences. The CAFC considers that the expected result of reduced access to firearms for those who pose a threat to public safety was met.

Chart 4: Number of Licences Renewed by Individuals in 2007-2008



Data source: CFIS

Licence Refusals and Revocations

Licensing of an individual to possess firearms requires a variety of background checks. Applicants are screened to detect potential risks to public safety based on the initial application. Continuous eligibility screening is conducted through the life of the licence to identify any public safety risks that may arise over time.

During 2007-2008, 465 licence applications were refused and 1,756 licences were revoked.

Chart 5: Number of Licence Refusals and Revocations

Fiscal Year	Number of Refused Applications	Number of Licences Revoked
2004-2005	435	2299
2005-2006	365	2197
2006-2007	432	1978
2007-2008	465	1756

Data source: CFIS

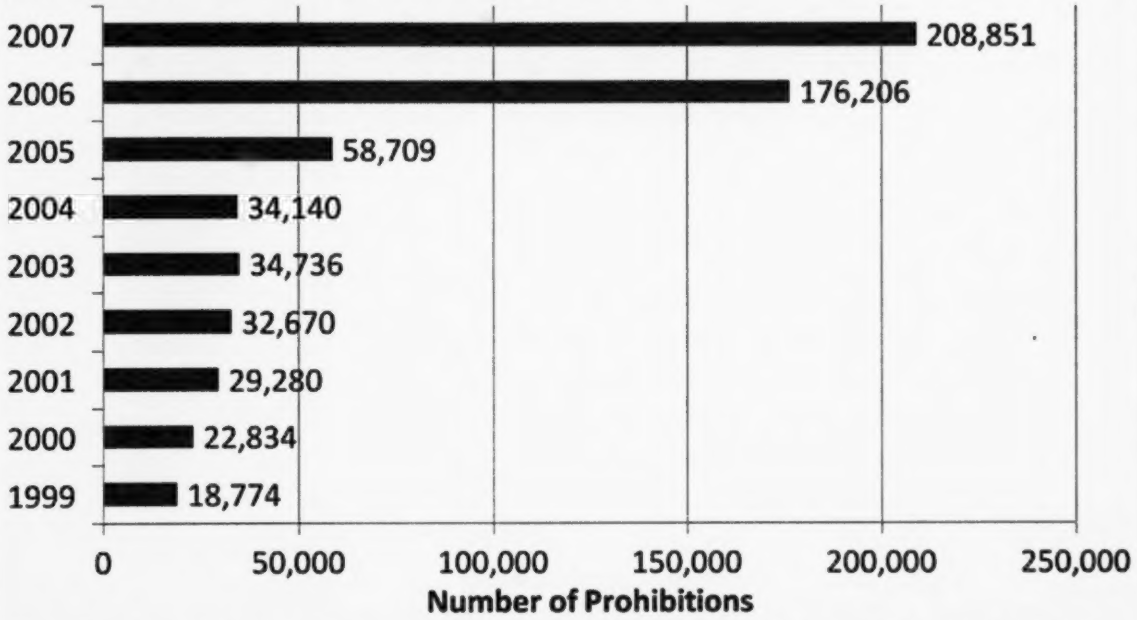
A Chief Firearms Officer (CFO) has the authority under the *Firearms Act* to refuse an application for a licence or revoke an issued firearms licence.

The most frequent reasons for refusing or revoking a licence are court-ordered prohibition/probation, risk to others and risk to self.

Firearms Prohibition

The *Firearms Act* requires the courts to notify the CFO of all firearms prohibition orders. Anyone applying for a firearms licence is screened/compared against prohibition and probation orders and, if an applicant is linked to any of these orders, they are refused a firearms licence. Individuals are then issued a notice with the particulars of the court order. If an individual is in possession of a firearms licence, they are instructed to turn in their licence and dispose of any of their registered firearms. As well, upon notification from the courts, the CFO will administratively revoke the individual's licence. In addition, the Registrar of Firearms will revoke registration certificates of registered firearms and provide instructions to the individual on how to dispose of firearms and refuse any application in process to register firearms. Firearm prohibition and probation orders are captured in the Canadian Police Information Centre (CPIC) database and form part of the background and continuous eligibility checks. In 2007, approximately 208,581 individuals were prohibited from possessing firearms.

Chart 6: Persons Prohibited From Possessing a Firearm



Note: Statistics available by calendar year only; commencing with 2006, the source of statistics for the number of persons prohibited from possessing a firearm is the CPIC system. In previous years, the source for statistical data was CFIS. The variance between the two source databases is that CPIC reflects mandatory court ordered prohibitions whereas CFIS reflects the number of individuals as entered into CFIS by CFOs. The increase is also attributable to prohibition being mandatory for certain drug offence charges and convictions.

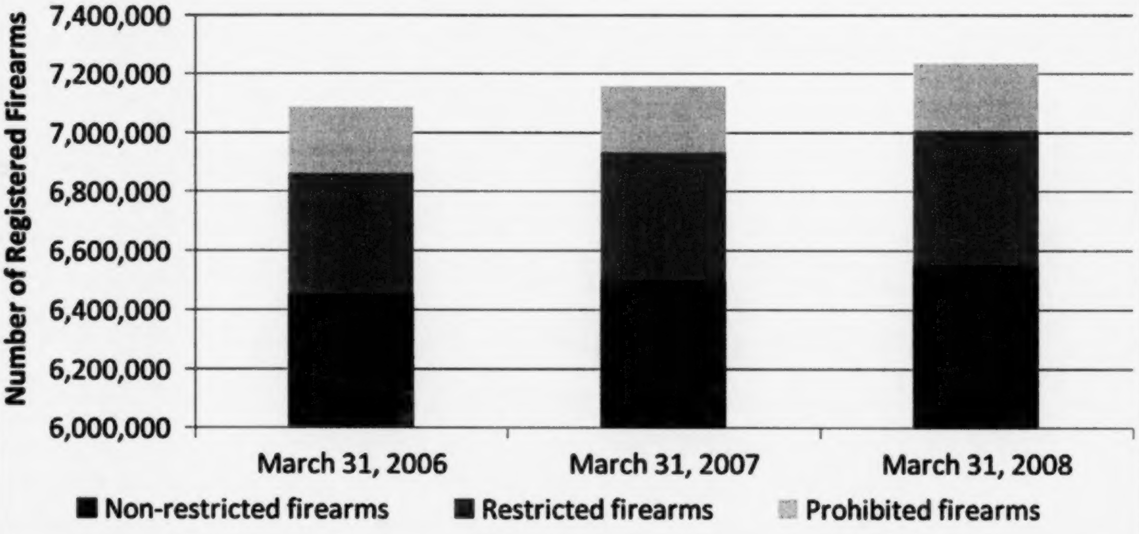
The CAFC also relies on information from municipal, provincial and federal courts in determining whether an individual is a potential threat to public safety. These court orders are typically civil in nature. A match against these court orders may result in the Firearms Officer conducting an investigation that may lead to a revocation or a change in licence conditions.

Registration

The registration of a firearm provides links between firearms and their licenced owners, thereby enhancing owners' accountability for safe storage and use of firearms. Recording firearm information helps police and other public safety officials carry out investigations efficiently and effectively by quickly tracing a firearm to its last lawful owner. This facilitates the recovery and return of lost or stolen firearms to their rightful owner.

As of March 31, 2008, a total of 7,235,699 firearms were registered to individuals and businesses throughout Canada (Chart 7).

Chart 7: Number of Firearms Registered By Class



As of Date	Non-restricted firearms	Restricted firearms	Prohibited firearms	Total
March 31, 2006	6,454,316	406,319	225,038	7,085,673
March 31, 2007	6,499,428	430,610	226,540	7,156,578
March 31, 2008	6,549,670	457,414	228,615	7,235,699

Data source: CFIS

Chart 8: No. of Firearms Registered by Class and Province/Territory as of March 31, 2008

Province/Territory	Non-restricted firearms	Restricted firearms	Prohibited firearms	Total
Alberta	780,027	74,390	24,717	879,134
British Columbia	752,661	80,872	30,985	864,518
Manitoba	315,298	15,574	6,602	337,474
New Brunswick	261,427	11,123	5,706	278,256
Newfoundland and Labrador	180,048	3,971	1,618	185,637
Nova Scotia	283,567	15,006	7,808	306,381
Northwest Territories	17,478	1,064	352	18,894
Nunavut	9,460	153	40	9,653
Ontario	1,992,725	171,558	90,328	2,254,611
Prince Edward Island	21,396	1,538	806	23,740
Quebec	1,527,316	58,112	49,944	1,635,372
Saskatchewan	365,599	22,222	9,162	396,983
Yukon	20,046	1,447	431	21,924
Other	22,622	384	116	23,122
Total	**6,549,670**	**457,414**	**228,615**	**7,235,699**

Data source: CFIS

Border Controls

One of the main policy objectives of Canada's firearms legislation is to combat illicit trafficking and smuggling of firearms. Greater legislative controls over the importation and exportation of firearms are included in the *Firearms Act*. Separate offences for smuggling and trafficking are included in the *Criminal Code*. The CAFC has supported a number of international initiatives dealing with import, export and transit controls of firearms consistent with Canada's legislative objectives.

The CAFC works closely with the Canada Border Services Agency (CBSA) to ensure compliance with the *Firearms Act*. The CBSA is committed to a responsible enforcement program while maintaining the quality of its border services. Non-residents are allowed to import firearms through a firearms declaration that is valid for up to 60 days. These are confirmed by customs officers at border crossings. As well, the CBSA seizes undeclared firearms at border crossings. Chart 9 identifies, by class, the number of firearms seized in 2007.

Chart 9: Firearms seized by CBSA in 2007 (by class)

Firearm Class	Number of firearms seized
Non-restricted	148
Restricted	180
Prohibited	334
Total firearms seized at the border	**662**

Note: CBSA statistics are only available by calendar year

Policy, Regulatory, Communication and Portfolio Integration: An Effective Legislative, Regulatory and Policy Framework in Support of the Firearms Program

Financial Resources

Planned Spending (*in millions*)	Total Authorities	Actual Spending
$3.9	$4.4	$12.4*

Human Resources (FTEs)

Planned	Actual	Difference
20.6	57.0	(36.4)

Note: * Does not include $0.7M for *"Refunds of amounts credited to revenues in previous years"* shown in the 2006-2007 Public Accounts for CAFC as an adjustment to the Main Estimates authority of $74.7M and to total expenditures.

Strategic engagement of law enforcement and continuous improvement of data quality in the Canadian Firearms Information System (CFIS) are the first steps in supporting compliance with the law. Strategic engagement was led by the Director General of the CAFC, who personally delivered over 20 presentations to Government and Police officials across the country, resulting in a widespread recognition of the CAFC and a 50% increase in the use of the CFRO tool since January 2007. Communication initiatives were initiated throughout the year to keep clients and the public aware of not only the law, but also the program. Along with the strategic engagement initiative, communication initiatives including pamphlets, mailouts and manuals, were a key contributor to meeting this priority.

In addition to the strategic engagement of partners, the CAFC also included its own section in the RCMP Core Surveys sent to partners and stakeholders, promoting further engagement as well as increasing the visibility of the program. The results from the surveys will be analyzed to support further initiatives for the upcoming year.

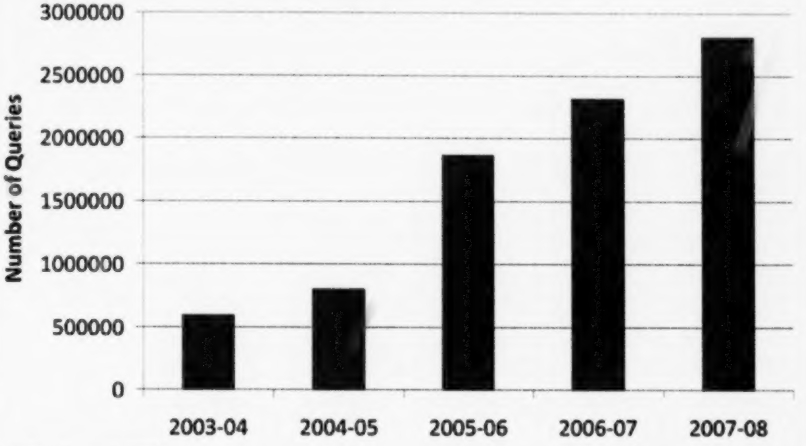
Expected Result: Useful Information Made Available for Policing and Law Enforcement Purposes

The CAFC provides information in support of policing and law enforcement in two ways: first, through access to the Canadian Firearms Registry On-line (CFRO) for police agencies; and second, through the preparation of affidavits for the policing community and Crown prosecutors. The CAFC considers that the expected result of useful information made available for policing and law enforcement purposes was met.

Justice System Support

The CFRO is a subset of the Canadian Firearms Information System (CFIS). The system is available to Canadian police agencies via the CPIC system to assist them when responding to calls and conducting investigations. As a searchable application, police officers may query firearm related information such as the serial number or registration certificate number of a firearm, or the name, address and firearms licence number of an individual. The CFRO provides police with immediate access to the information they require in their investigational and operational activities. Ongoing support is provided to law enforcement agencies on a case-by-case basis. Chart 10 shows how the use of the CFRO tool continues to increase.

Chart 10: Canadian Firearms Registry On-line queries

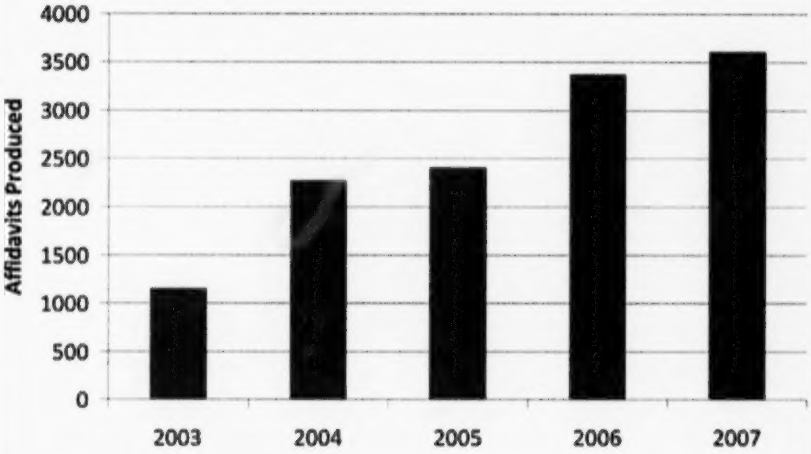


Data source: CFIS

Affidavit Requests

The CAFC assists the policing community and Crown Prosecutors by preparing affidavits that certify licensing or registration information related to individuals or firearms. Typically, affidavit requests are required to determine which firearms an individual has registered to them, or to determine if a given firearm is registered. This certification is based on data maintained and controlled by both the Chief Firearms Officer and the Registrar. In 2007, 3,557 affidavits were prepared. As shown in Chart 11, the number of affidavits produced for legal proceedings has continued to increase for the past five years.

Chart 11: Number of Affidavits Produced (by Canadian Firearms Registry only)



Note: Data only available by calendar year
Data source: Canadian Firearms Registry

The CAFC also operated a toll-free 1-800 Police Support telephone help line to assist the law enforcement community with firearm and licence related questions. In addition, the Centre also provides statistical and legislative information, on an ad-hoc basis, to law enforcement agencies across the country on both legal and illegal firearms.

Aboriginal Outreach

The Government of Canada is contributing directly to the safety of Aboriginal communities through firearms safety courses. These courses are culturally sensitive, lending local conditions and circumstances, yet maintaining national content and standards for the Canadian Firearms Safety course instruction and testing.

Financial Tables

The following tables represent financial information for the Canada Firearms Centre.

Table 1: Comparison of Planned to Actual Spending

Program Activity ($ millions)	**Actual 2005-2006**	**Actual 2006-2007**	**2007-2008**			
			Main Estimates	**Planned Spending**	**Total Authorities**	**Actual Spending**
Registration, Licensing and Supporting Infrastructure	_	_	66.5	66.5	68.9	49.9
Policy, Regulatory, Communication and Portfolio Integration	_	_	3.9	3.9	5.8	12.4
Total	**68.5**	**76.6**	**70.4**	**70.4**	**74.7**	**62.3**
Less: Non-respendable revenue	(21.9)	(7.8)	N/A	(4.3)	N/A	(7.1)
Plus: Cost of services received without charge	3.6	4.2	N/A	4.2	N/A	3.4
Total Departmental Spending	**46.6**	**73.0**	**70.4**	**70.3**	**70.3**	**58.6**
Full-time Equivalents	371	**357**	342	318	361	**284**

Note:* Does not include $0.7M for *"Refunds of amounts credited to revenues in previous years"* shown in the 2006-2007 Public Accounts for CAFC as an adjustment to the Main Estimates authority of $74.7M and to total expenditures.

Table 2: CAFC Items included within RCMP's Votes and Main Estimates

Vote or Statutory Item	**Vote or Statutory Wording**	**2007-2008** ($ millions)			
		Main Estimates	**Planned Spending**	**Total Authorities**	**Actual Spending**
45	Operating expenditures – Non-Registration activities	43.1	43.1	45.8	36.4
45	Operating expenditures – Registration activities	10.7	10.7	10.7	9.1
50	Capital	0.0	0.0	0.0	0.7
55	Contributions	12.7	12.7	14.1	12.7
(S)	Contributions to employee benefit plans	3.9	3.9	4.1	3.4
(S)	Refunds of amounts credited to revenues in previous years	0.0	0.0	0.7	0.7
	Total	**70.4**	**70.4**	**75.4**	**63.0**

Table 3: Sources of Respendable and Non-Respendable Revenue
For supplementary information on the department's sources of respendable and non-respendable revenue please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 4: User Fees/External Fees
For Template 4-A:
For supplementary information on the department's User Fees, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.
For Template 4-B:
For supplementary information on the department's Service Standards for External Fees, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 5: Status Report on Major Crown Projects
Supplementary information on Major Crown Projects can be found at: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 6: Horizontal Initiatives
Supplementary information on horizontal initiatives can be found at: http://publiservice.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp.

Table 7: Details on Transfer Payment Programs (TPPs)
Further information on these projects can be found at: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 8: Internal Audits and Evaluations
For supplementary information on the department's Internal Audits and Evaluations, please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

Table 9-A: Internal Audits (current reporting period)
For more information on the department's internal audits, please visit: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp

Table 9-B – Response to Parliamentary Committees and External Audits FYI 2007-2008
For more information on the department's response to Parliamentary Committees and External Audits, please visit: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp

Table 9-C: Evaluations (current reporting period)
For more information on the department's evaluations, please visit: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp

Table 9:Canadian Firearms Program: Federal Government Costs and Anticipated Planned Spending Requirements
For supplementary information on the department's response to Parliamentary Committees and External Audits please visit: http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/info/info-eng.asp.

SECTION VI: APPENDIX

Additional Information on DPR

For more details on program plans and priorities, please go to our website at: www.rcmp-grc.gc.ca

In addition to the number of options available for searching purposes, related links will expand your referencing and search capability.

For publications referred to in this report, please contact National Communications Services by telephone (613) 993-1088, or by facsimile at (613) 993-0953.

For general enquiries about the RCMP, please contact: (613) 993-7267 or by email:

www.rcmp-grc.gc.ca./contact/index_e.htm or

www.rcmp-grc.gc.ca/contact/index_f.htm.

For further information on this report, please contact:

Assistant Commissioner R. Graham Muir
Director General of Strategic Policy & Planning
Royal Canadian Mounted Police
1200 Vanier Parkway, Ottawa, ON K1A 0R2
Telephone: (613) 993.1294
Facsimile: (613) 993.4453

Acronyms

A

ACIIS	Automated Criminal Intelligence Information System
ACT	Anti-Crime and Terrorism Group
AFIS	Automated Fingerprint Identification System
AFN	Assembly of First Nations
AG	Auditor General
AHRA	All Hazards Risk Assessment
APCO	Association of Public Safety Communications Officials
APEC	Asia Pacific Economic Cooperation
APO	Aircraft Protective Officers
APP	Annual Performance Plan
APS	Aboriginal Policing Service
ATC	Authorization to Carry
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives (US)
ATT	Authorization to Transport
AUC	Assets Under Construction

B

BCDE	Bureau for Counterfeits and Documents Examinations
BCP	Business Continuity Plans
BSC	Balanced Scorecard
BTG	Bridging the Gap

C

CAC	Community Advisory Committee
CACP	Canadian Association of Chiefs of Police
CACPP	Canadian Air Carrier Protection Program
CAFC	Canada Firearms Centre
CAFIS™	Cogent Automated Fingerprint Identification System
CAP	Congress of Aboriginal Peoples
CATSA	Canadian Air Transport Security Authority
CBP	US Customs and Border Protection
CBSA	Canada Border Services Agency
CBRN	Chemical Biological Radiological and Nuclear
CCAPS	Community, Contract and Aboriginal Policing Services
CCIM	Canadian Criminal Intelligence Model
CCRS	Cross-Cultural Roundtable on Security
CCRTIS	Canadian Criminal Real Time Identification Services
CCSO	Coordinating Committee of Senior Officials
CDG	Controlled Goods Directorate
CDS	Canada's Drug Strategy
CDSA	Controlled Drugs and Substances Act
CEP	Common Experience Payments
CETS	Child Exploitation Tracking System
CFIS	Canadian Firearms Information System
CFO	Chief Firearms Officer
CFP	Canadian Firearms Program

CFRO	Canadian Firearms Registry On-line
CFSC	Canadian Firearms Safety Course
CFSEU	Combined Force Special Enforcement Unit
CGD	Controlled Goods Directorate
CI...	Criminal Intelligence
CIAS	Criminal Investigation Analysis Section
CIBIN	Canadian Integrated Ballistic Identification Network
CICEC	Canadian Internet Child Exploitation Course
CICI	Critical Infrastructure Criminal Intelligence Section
CID	Criminal Intelligence Directorate
CIDBEC	Canadian Image Database of Exploited Children
CIO	Criminal Intelligence Operations
CIO	Chief Information Officer
CIP	National Strategy for Critical Infrastructure Protection
CISC	Criminal Intelligence Service Canada
CLC	Canada Labor Code
CLEAR	Clandestine Laboratory and Response
CM	Civilian Member of the RCMP
CMT	Change Management Team
CM&C	Corporate Management and Comptrollership
CODIS	Combined DNA Index System
CoPS	Council on Public Safety
COTS	Commercial Off The Shelf
CPC	Canadian Police College
CPIC	Canadian Police Information Centre
CPS	Central Processing Site
CPSD	Crime Prevention through Social Development
CPSIC	Canadian Police Services Information Centre
CRFSC	Canadian Restricted Firearms Safety Course
CRA	Canada Revenue Agency
CRTI	CBRN Research and Technology Initiative
CRU	Case Receipt Unit
CSI	Corporate Systems Integration
CSIS	Canadian Security Intelligence Service
CSS	Centre for Security Science
CTNS	Counter-terrorism and National Security Committee
CTP	Cadet Training Program

D

D&OC	Drugs and Organized Crime
DARE	Drug Abuse Resistance Education
DAT	Disruption Attributes Tool
DEA	Drug Enforcement Administration
DFAIT	Department of Foreign Affairs and International Trade Canada
DITC	Drug Investigative Techniques Course
DNA	Deoxyribonucleic Acid
DND	Department of National Defence
DOCAS	Drugs and Organized Crime Awareness Service
DOJ	Department of Justice
DOCAS	Drugs and Organized Crime Awareness Service
DPP	Detachment Performance Plans
DPR	Departmental Performance Reports
DRDC	Defence Research and Development Canada

E

EAP	Expert Advisory Panel
EBP	Employee Benefit Plan
EDP	Executive Development in Policing
EMIS	Expenditure Management Information System
EMS	Event Management Tool
EPA	Effective Project Approval
ES&ML	Executive Services and Ministerial Liaison

F

FANY	Framework for Action for Northern Youth
FBI	Federal Bureau of Investigation
FCP	Field Coaching Program
FCTC	Framework Convention on Tobacco Control
FINANC	Financial Investigators Course
FIO	Federal and International Operations
FLS	Forensic Laboratory Services
FNCAP	First Nations' Chiefs of Police Association
FNPP	First Nations Policing Program

FPS	Federal Policing Section
FPT	Federal Provincial Territorial Working Groups
FRT	Firearms Reference Table
FSSD	Firearms Support Services Directorate
FS&IS	Forensic Science and Identification Services
FTE	Full Time Equivalents
FY	Fiscal Year

G

G&C	Grants and Contributions
GDP	Gross Domestic Product
GGO	Greening Government Operations
GHG	Greenhouse Gas Emissions

H

HC	Health Canada
HQ	Headquarters
HR	Human Resources
HRDC	Human Resources and Social Development Canada
HRMIS	Human Resources Information System
HSM	Human Source Management Course

I

IALEIA	International Association of Law Enforcement Intelligence Analysts
IBET	Integrated Border Enforcement Team
I&A	Identification and Authentication
IBIS	Integrated Ballistic Identification System
ICCUF	Investments to Combat the Criminal Use of Firearms
ICE	United States Immigration and Customs Enforcement
ICD	Interface Control Document
ICET	Integrated Counterfeit Enforcement Team
ICCUF	Investments to Combat the Criminal Use of Firearms
IFSO	In-Flight Security Officers
IIFSOC	International In-Flight Security Officer Committee
IIPCAG	Interpol Intellectual Property Crime Action Group
IJMT	International Joint Management Team
IMET	Integrated Market Enforcement Team
IM/IT	Information Management/Information Technology
INSET	Integrated National Security Enforcement Teams
INTERPOL	International Criminal Police Organization
INTERSECT	Integrated Response Model to National Security Threat
IOCIU	Integrated Organized Crime Investigative Unit
IOG	Institute on Governance
IOS	Integrated Operational Support
IPP(s)	Internationally Protected Person(s)
IROC	Integrated Response to Organized Crime Units
IRS	Indian Residential School
IQT	Integrated Query Tool
IRM	Integrated Risk Management
ISP	Internet Service Provider
ITIL	Information Technology Infrastructure Library
ITK	Inuit Tapiriit Kanatami

J

JSIU	Joint Securities Intelligence Unit

L

LEED	
LIMB	Learning Investment Management Board

M

MAF	Management Accountability Framework
MC	Memorandum to Cabinet
MCM	Major Case Management
MDP	Management Development Program
MESP	Major Events Services Project
MICA	Market Integrity by Computer Analysis
Mi2	Market Integrity Index
MNC	Métis National Council
MOU	Memorandum of Understanding
MR	Management Review
MRP	Matrimonial Real Property
MRSS	Management Resources and Results Structure
MSOC	Marine Security Operations Centres

N

NACB	National Anti-Counterfeiting Bureau
NADS	National Anti-Drug Strategy
NAPS	National Aboriginal Policing Services
NCECC	National Child Exploitation Coordination Centre
NCR	National Capital Region
NCIRs	National Criminal Intelligence Requirements
NCPI	Northern Community Partnership Initiative
NDDB	National DNA Data Bank
NFTC	Canadian National Firearms Tracing Centre
NHQ	National Headquarters
NIBIN	US National Integrated Ballistic Identification Network
NIR	National Intelligence Requirements
NIST	National Institute for Standards and Technology
NOC	National Operations Centre
NPS	National Police Services
NRP	National Recruiting Program
NS	National Security
NSCI	National Security Criminal Investigations
NSES	National Security Enforcement Sections
NSIS	National Security Investigations Section
NSOR	National Sex Offender Registry
NSCOP	National Security Community Outreach Program
NTCAC	National Technology Crime Advisory Committee
NWAC	Native Women's Association of Canada
NWEST	National Weapons Enforcement Support Team
NYIDP	National Youth Intervention and Diversion Program
NYS	National Youth Services
N-III	National Integrated Interagency Information System

O

OC	Organized Crime
OCOSU	Organized Crime Operational Support Unit
OECD	Organizations for Economic Co-operation and Development
OEG	Operational Experts Group
OFI	Office of the Federal Interlocutor
OHSB	Occupational Health and Safety Branch
OISP	National Office of Investigative Standards and Practices
OL	Official Languages
OPP	Ontario Provincial Police
ORRCC	Operational Readiness and Response Coordination Centre
OTRU	Ontario Tobacco Research Unit

P

PAA	Program Activity Architecture
PAL	Possession and Acquisition License
PDCAP	Professional Development Centre for Aboriginal Policing
PEP	Pre-Employment Polygraph
PHAC	Public Health Agency Canada
PIP	Police Information Portal
PIRS	Police Information Retrieval System
PMPD	Prime Minister's Protection Detail
POL	Possession Only License
PPA	Preliminary Project Approval
PRIME BC	Police Records Information Management Environment of BC
PROOF	Priority Rating of Operational Files
PROS	Police Reporting and Occurrence System
PS	Public Safety Canada
PSE	Public Service Employee
PSAT	Public Safety and Anti-terrorism
PSI	Proliferation Security Initiative
PWEU	Provincial Weapons Enforcement Unit
PWGSC	Public Works and Government Services Canada

Q

QA	Quality Assurance

R

RCA	Retirement Compensation Arrangement
RCMP	Royal Canadian Mounted Police
RCMPSA	Royal Canadian Mounted Police Superannuation Account
RECOL	Reporting of Economic Crime Outline
RF	Radio Frequency
RFP	Request for Proposal
RM	Regular Member of the RCMP
RMAF	Results Based Management and Accountability Framework
RMS	Report Management System
RPP	Reports on Plans and Priorities
RTID	Real Time Identification
R&D	Research and Development

S

SAFE	School Action for Emergencies
SAMS	Security Accreditation Management System
SD	Sustainable Development
SDP	Supervisors Development Program
SDS	Sustainable Development Strategy
SDU	Source Development Unit
SEC	Senior Executive Committee
SEDP	Senior Executive Development Program
SFIC	Securities Fraud Information Centre
SOA	Standing Offer Agreement
SOIRA	Sex Offender Information Registration Act
SIR	Suspicious Incident Reporting
SMT	Senior Management Team
SPAC	Senior Police Administration Course
SPP	Security and Prosperity Partnership
SPPD	Strategic Policy and Planning Directorate
SPWG	Strategic Priority Working Group
StaCS	Sample Tracking andControl System
SQ	Sûreté du Quebec

T

TB	Treasury Board
TBS	Treasury Board Secretariat
TE	Trace Evidence
TPP	Transfer Payments Programs
TRA	Threat and Risk Assessments
TTB	Alcohol and Tobacco Tax and Trade Bureau
TEAM	Threat Evaluation and Management Understudy Program
TEAM	Total Expenditure Asset Management

U

ULQA	Unit Level Quality Assurance
UNDOC	United Nations Office on Drugs and Crime
UNICEF	United Nations Children's Fund
UPP	Unit Performance Plans
USCG	United States Coast Guard